Workforce Development Career Progression Program

Security and Law Enforcement

Security Guard and Police Officer

Community Management Plan

July 8, 2011

Version 3.0

Commander, Navy Installations Command… Supporting the Warfighter

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Foreword

The Department of Defense (DoD) has issued guidance calling for a competency-based workforce. The Department of the Navy (DON) Office of Civilian Human Resources (OCHR) has established Communities for DON civilian employees with similar or allied occupational series that share common competencies. A competency is the combination of knowledge, skills, and abilities (KSAs) that contribute to individual and organizational performance.

This Community Management Plan (CMP) describes the guiding principles, management structure, and framework supporting competency-based career development for Commander, Navy Installations Command (CNIC) Security and Law Enforcement (SLE) Security Guard and Police Officer Community. It is intended that this plan be used in conjunction with the employee's Individual Development Plan (IDP) and other guidance documents to assist with planning and managing employee career development.

Although not everyone has the same starting point or career objectives, this plan provides managers with guidelines and a process to continually assess and develop skills and competencies to achieve a rewarding and successful career for all employees.

Provide any feedback to improve this CMP to your local Community Management Representative (Community Champion [CP] or Community Advocate [CA]) who, in turn, will work with their counterparts in the Community management structure to ensure feedback is considered.

_____   _____

Community Manager Signature   Date

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1.0 Introduction

No successful career should be left to chance. As a Commander, Navy Installations Command (CNIC) employee, you are responsible for making decisions that increase your competencies and guide you along the road of competency progression to achieve your career goals. Your success will be achieved through strategic career planning, competency development, job monitoring, and performance rewards. Your CNIC support team is here to assist you along the way.

Within this Security and Law Enforcement (SLE) Security Guard and Police Officer Community Management Plan (CMP), you will find keys to help you plan a rewarding and successful career progression. Whether this is your first assignment or you are a seasoned professional, this plan will help you map your future career. This plan will be a resource for you and your supervisor to assist in developing your competency/career progression for your career within the Navy's Communities in CNIC.

Table 1 below lists the U.S. Office of Personnel Management (OPM) occupational series and series titles for positions in the SLE Security Guard and Police Officer Community.

Table 1. SLE Security Guard and Police Officer Occupational Series

Series	OPM Series Title
0083	Police Officer
0085	Security Guard

2.0 Community Management Plan Guiding Principles

This CMP is guided by various policies for human resource management as directed by OPM, offices of the Secretary of Defense (SECDEF), Secretary of the Navy (SECNAV), and Chief of Naval Operations (Manpower and Personnel) (OPNAV N1). The CNIC Workforce Development Competency/Career Progression Framework described in this CMP integrates the annual performance review cycle and the Competency/Career Progression Cycle and enables employees within the SLE Security Guard and Police Officer Community to take an active role in managing their career.

2.1 CNIC Mission and Vision

The CNIC mission and vision states:

CNIC delivers effective and efficient readiness from the shore. Be the sole provider of shore capability, to sustain the Fleet, enable the Fighter, and support the Family.

2.2   Shared Practices

CNIC Communities are focused first and foremost on all Community members. CNIC maintains a culture that embraces diversity and the importance of leveraging the distinct contributions of a workforce representative of our nation. CNIC recognizes that high levels of performance are achieved by investing in people and nurturing their well-being and development. CNIC places a high priority on practicing:

- **Teamwork** – We accomplish our mission through the use of scalable, multi-disciplined teams. Successful teams understand team goals, personally meet commitments to the team, and inspire cooperation and progress.

- **Recruitment** – We maintain a robust, vibrant, and diverse workforce by successfully recruiting personnel for all career levels, but particularly entry-level personnel, emphasizing a strategic focus. In conducting recruiting activities, we assure that equal employment opportunity (EEO) is extended to all.

- **Retention** – We maintain a positive working environment by providing positive recognition, equal opportunities for career growth, and a satisfying work experience to sustain employee morale and achieve organizational depth.

- **Career Development** – We recognize and support opportunities to learn from a variety of experiences made available through rotational or developmental assignments specifically structured to provide a broad and challenging experience that supports competency progression.

- **Leadership** – We develop trained, capable, energetic leaders to mentor and motivate our workforce.

2.3   SLE Community Vision Statement

> *"Modern, multi-disciplined professional force, trained and ready, to protect and serve the Fleet, Fighter, and Family."*

3.0   Community Management Organization

The senior professional of each CNIC Community organization is responsible for communicating the vision and implementing appropriate Community practices in alignment with CNIC's mission. The Community Management Board annually reviews this CMP, updates the future workforce competencies, and identifies employees within the Community to be leaders. Community leaders work together as a team to facilitate workforce shaping, recruitment, competency development, training, mentoring, retention, and succession planning. Leaders at each level have responsibilities as follows:

- **Echelon II Community Champions (CPs).** The senior professional of each CNIC Community is the CP. CPs are Enterprise subject matter experts (SMEs) in their respective Communities. They are responsible for communicating the Community vision and implementing appropriate practices.

- **Echelon III Community Advocates (CAs).** CAs are the senior professionals in the Region and are advocates for their respective Communities. They are responsible for developing employees within their Regional and Installation Community, including identifying the technical and functional skills needed to ensure employees are capable of performing the required work.

The current list and contact information for your CP and CA can be found at the CNIC Workforce Planning/Development and Strategy (N15) page on the CNIC Gateway at https://g2.cnic.navy.mil/solutions/ewd/Lists/N161%20Contacts%20Directory/AllItems.aspx.

4.0 Community Competency/Career Progression Framework

CNIC supports career progression and encourages all employees to become more competent, capable, and versatile. To support this goal, CNIC has established the Competency/Career Progression Framework as a guide for career development. The framework integrates the CNIC Workforce Development Model with the Competency/Career Progression Process to address all aspects of career planning, development, monitoring, review, and reward.

4.1 Competency Progression

Ideally, SLE Security Guard and Police Officer professionals will seek a sequence of jobs/experiences that ensure personal development to improve competencies, become more competitive, and meet the challenges of future assignments. The ultimate goal for the competency progression is two-fold: 1) develop a more professional cadre of employees; and 2) enable CNIC to become a "world-class support organization." Competency progression must be managed to gain the knowledge, skills, and abilities (KSAs) required to perform duties both within and beyond your functional areas.

As depicted in Figure 1 below, the CNIC Workforce Development Model provides a structured approach to competency development within CNIC.

CNIC Civilian Workforce Development Model

Figure 1. CNIC Workforce Development Model

The CNIC Workforce Development Model illustrates the various tiers within the Enterprise and their primary roles. It takes into account, and aligns with, guidance from higher authority, to deliver the right person with the right skills in the right place at the right time.

- **Service Provider.** Service Providers are technical experts and are focused on delivering customer service. They are the face of the organization to the customer, regardless of whether the customer is internal or external. This tier incorporates Introductory, Functional, Intermediate, Advanced, and Expert proficiency levels.

- **Program Manager (1st Level Supervisor).** Program Managers direct the efforts of Service Providers, and they are beginning to hone their leadership skills.

- **Program Directors (2nd and 3rd Level Supervisors).** Program Directors are focused on world-class support by aligning their organization to the strategic direction of CNIC.

- **Executive Directors (EDs).** EDs develop the guiding principles and strategic direction of CNIC. They also ensure the Workforce Development Program is aligned and complies with guidance from higher authority.

The Community competency progression enables employees to identify desired career goals within CNIC. With the help of a supervisor or Community management organization, employees develop personalized Individual Development Plans (IDPs) to acquire essential training and competencies to support their career goals.

Obtaining foundational competencies is required for successful performance and career progression within the SLE Security Guard and Police Officer Community. To meet basic performance standards, the following foundational competencies are required:

- Communication
- Cooperation, teamwork, and interpersonal relations
- Critical thinking
- Customer focus
- Resource management.

Career progression requires mastering foundational, technical, leadership, and organizational competencies at various levels throughout the Enterprise.

- **Technical Competencies:** Are specialty skills necessary for job execution and performance of specific duties in an assigned area. Technical competencies are achieved through job experience, training, and education.

Table 2. Technical Competencies and Associated Knowledge, Skills, and Abilities

Competency		
Access Control	Guard base interior and exterior perimeter control points to limit pedestrian and vehicular traffic access and act as deterrent to vehicle based threats.	
Knowledge	**Skills**	**Abilities**
Knowledge of access control systems, procedures, and operation including visitor and employee credentials, badges, passes, and visitor logging procedures Knowledge of inspection techniques for persons, packages, and vehicles Knowledge of police and security principles and practices Knowledge of post and patrol operations	Skill in adjusting actions in relation to others' actions Skill in administering first aid and cardiopulmonary resuscitation (CPR) Skill in assisting stalled motorists and persons in distress Skill in bringing others together to reconcile differences Skill in identifying complex problems, evaluating options, and implementing solutions Skill in keen observation Skill in performing vehicular,	Ability to apply general rules to specific problems to produce answers that make sense Ability to coordinate law enforcement activities with other agencies Ability to detect actions/events that could turn into a serious incident Ability to note and report indications of suspicious activity Ability to participate in community policing efforts Ability to participate in crime prevention programs

Knowledge	Skills	Abilities
	bike, and foot patrols	Ability to prevent or disperse illegal gatherings or demonstrations and maintain order during legal gatherings or demonstrations
	Skill in resource allocation	Ability to promote and nurture a partnership of shared responsibilities and trust with law abiding citizens
	Skill in using logic and reasoning to identify strengths and weaknesses of alternative solutions, conclusions, or approaches to problems	Ability to recognize signs of illegal drug use
	Skill in weighing costs/benefits of potential actions to choose the most appropriate one	Ability to recognize signs of stress that are indicative of guilt during criminal contacts
		Ability to remember names, faces, and details of incidents
		Ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem

Competency

Community Relations	Interact with members of the community to build rapport, establish or improve community relations, and provide assistance and information to the public.	
Knowledge	**Skills**	**Abilities**
Knowledge of access control systems, procedures, and operation including visitor and employee credentials, badges, passes, and visitor logging procedures	Skill in adjusting actions in relation to others' actions	Ability to apply general rules to specific problems to produce answers that make sense
Knowledge of inspection techniques for persons, packages, and vehicles	Skill in administering first aid and CPR	Ability to coordinate law enforcement activities with other agencies
Knowledge of laws and legal codes	Skill in assisting stalled motorists and persons in distress	Ability to detect actions/events that could turn into a serious incident
Knowledge of police and security principles and practices	Skill in bringing others together to reconcile differences	Ability to note and report indications of suspicious activity
Knowledge of post and patrol operations	Skill in effective oral and written communications	Ability to participate in community policing efforts
	Skill in identifying complex problems, evaluating options, and implementing solutions	Ability to participate in crime prevention programs
	Skill in keen observation	Ability to prevent or disperse illegal gatherings or demonstrations and maintain order during legal gatherings or demonstrations
	Skill in performing vehicular, bike, and foot patrols	
	Skill in resource allocation	
	Skill in using logic and reasoning to identify strengths and weaknesses of alternative	Ability to promote and nurture

Knowledge	Skills	Abilities
	solutions, conclusions, or approaches to problems Skill in weighing costs/benefits of potential actions to choose the most appropriate one	a partnership of shared responsibilities and trust with law abiding citizens Ability to recognize signs of illegal drug use Ability to recognize signs of stress that are indicative of guilt during criminal contacts Ability to remember names, faces, and details of incidents Ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem

Competency		
Evidence Collection and Preservation	Provide efficient and secure evidence collection, preservation, and transport as well as analysis of the crime scene for trace possibilities.	
Knowledge	**Skills**	**Abilities**
Knowledge of computer hardware and software collecting evidence Knowledge of emergency response policies and procedures Knowledge of incident reporting Knowledge of inspection techniques for persons, packages, and vehicles Knowledge of laws and legal codes Knowledge of methods for protecting individuals, property, and equipment Knowledge of the methods for conducting investigations and collecting evidence	Skill in checking buildings and property for security, safety, or other hazards Skill in collecting and preserving evidence Skill in conducting crime scene searches Skill in identifying complex problems, evaluating options, and implementing solutions Skill in inventorying and securing property of arrested parties Skill in investigating crimes, accidents, and damaged property Skill in keen observation Skill in locating and interviewing complainants, suspects, and witnesses Skill in methods for protecting individuals, property, and equipment Skill in operating special equipment Skill in planning, organizing,	Ability in understanding the implications of new information Ability to adapt investigative methods, techniques, and procedures to specific situations Ability to apply for and serve search warrants Ability to apply general rules to specific problems to produce answers that make sense Ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events) Ability to conduct investigations and collect evidence Ability to deal with emergency situations Ability to detect actions/events that could turn into a serious incident Ability to evaluate reliability and credibility of statements and witnesses

	and conducting investigations	Ability to function effectively under stress
	Skill in presenting evidence at, and participating in court proceedings	Ability to learn and retain laws and regulations that pertain to proper arrest, search and seizure, and police work in general
	Skill in securing accident and crime scenes	Ability to make positive decisions
	Skill in using logic and reasoning to identify strengths and weaknesses of alternative solutions, conclusions, or approaches to problems	Ability to note and report indications of suspicious activity
	Skill in weighing costs/benefits of potential actions to choose the most appropriate one	Ability to observe and record facts about persons, objects, and events
		Ability to read and understand departmental policies, instructions, laws, and regulations
		Ability to recognize and preserve evidence
		Ability to remember names, faces, and details of incidents
		Ability to report facts accurately in a concise, logical, and objective manner
		Ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem
		Ability to understand the directives governing search and seizure operations
		Ability to use procedures and elements of investigations
		Ability to utilize computer functions in job performance
		Ability to work in a hostile environment with harsh living/working conditions

Competency		
Incident Investigation	Conduct cursory investigations to determine if a crime has been committed. Notify other agencies when warranted.	
Knowledge	**Skills**	**Abilities**
Knowledge of accepted law enforcement communication	Skill in adjusting actions in relation to others' actions	Ability in understanding the implications of new information

techniques	Skill in collecting and preserving evidence	Ability to adapt investigative methods, techniques, and procedures to specific situations
Knowledge of administrative documentation	Skill in conducting crime scene searches	Ability to analyze, interpret, and evaluate information obtained
Knowledge of agency jurisdictions	Skill in dealing with emergency situations	Ability to anticipate and respond appropriately to violent actions
Knowledge of criminal operations	Skill in detecting discrepancies in information	Ability to apply departmental standard operating procedures
Knowledge of departmental and site policies and procedures governing the Security Police Officer's role in site protection	Skill in distinguishing between relevant and irrelevant information or evidence	Ability to apply for and serve search warrants
Knowledge of detection devices	Skill in effective oral and written communications	Ability to apply general rules to specific problems to produce answers that make sense
Knowledge of evidence requirements	Skill in identifying complex problems, evaluating options, and implementing solutions	Ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events)
Knowledge of force protection	Skill in inventorying and securing property of arrested parties	
Knowledge of human behavior and performance	Skill in investigating crimes, accidents, and damaged property	Ability to conduct investigations and collect evidence
Knowledge of incident reporting	Skill in keen observation	Ability to coordinate law enforcement activities with other agencies
Knowledge of inspection techniques for persons, packages, and vehicles	Skill in locating and interviewing complainants, suspects, and witnesses	Ability to deal effectively with others and gain their confidence and cooperation
Knowledge of laws and legal codes (domestic and foreign)	Skill in performing self defense, arrest, and detention	Ability to discover and recognize evidence of crimes and violations
Knowledge of police and security principles and practices	Skill in preparing documents and reports	Ability to distinguish between conclusions and facts
Knowledge of protection services	Skill in recognizing, collecting, and preserving physical evidence	Ability to evaluate reliability and credibility of statements and witnesses
Knowledge of protective operations	Skill in subduing persons and defending oneself, associates, and others	Ability to function effectively under stress
Knowledge of the methods for conducting investigations and collecting evidence	Skill in time management	Ability to make positive decisions
	Skill in use of firearms	Ability to multitask
	Skill in using logic and reasoning to identify strengths and weaknesses of alternative solutions, conclusions, or approaches to problems	Ability to note and report indications of suspicious activity
	Skill in weighing costs/benefits of potential actions to choose the most appropriate one	

		Ability to observe and record facts about persons, objects, and events
		Ability to prepare clear and accurate reports
		Ability to read and understand departmental policies, instructions, laws, and regulations
		Ability to recognize signs of alcohol intoxication
		Ability to recognize signs of illegal drug use
		Ability to recognize the signs of stress that are indicative of guilt during criminal contacts
		Ability to remember names, faces, and details of incidents
		Ability to report facts accurately in a concise, logical, and objective manner
		Ability to speak and write effectively
		Ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem
		Ability to testify in legal or administrative proceedings
		Ability to understand and analyze business, commercial, industrial, and agency records
		Ability to use procedures and elements of investigations
		Ability to utilize computer functions in job performance

Competency		
Law Enforcement	Enforce military and civilian laws on military Installations.	
Knowledge	**Skills**	**Abilities**
Knowledge and application of Department of Defense (DoD), Navy, United States Marine Corps (USMC) policy on the use of deadly force and limited arrest authority	Skill in adjusting actions in relation to others' actions	Ability in understanding the implications of new information
Knowledge and application to	Skill in administering first aid and CPR	Ability to act successfully as a member of an aggressive and timely mobile response team as dictated by site-specific vulnerability assessments,
	Skill in apprehending and arresting criminals, suspects,	

use restraint devises (e.g., hand cuffs, leg cuffs plastic flex restraints)	and traffic violators	using force options and team techniques necessary for interdiction, interruption, neutralization, and recapture
Knowledge and proficiency in the use and care of all weapons as required by duty assignment	Skill in collecting and preserving evidence	Ability to analyze situations and to exercise good judgment in adopting a quick, effective, and responsible course of action
Knowledge of any Federal- and State-granted authority applicable to assigned activities, and relative responsibilities between the protective force and outside law enforcement agencies	Skill in determining the rights of detained individuals and organizational rules regarding the appropriate use of force to be used in the apprehension of persons	Ability to apply departmental standard operating procedures
Knowledge of departmental and site policies and procedures governing the Security Police Officer's role in site protection	Skill in effective oral and written communications	Ability to apply for and serve search warrants
	Skill in enforcing and ensuring compliance with laws	Ability to coordinate law enforcement activities with other agencies
Knowledge of emergency response policies and procedures	Skill in identifying complex problems, evaluating options, and implementing solutions	Ability to deal with emergency situations
Knowledge of human behavior and performance	Skill in inventorying and securing property of arrested parties	Ability to detect actions/events that could turn into a serious incident
Knowledge of laws and legal codes	Skill in issuing warnings, citations, and trespasses	Ability to function effectively under stress
Knowledge of post and patrol operations	Skill in keen observation	
Knowledge of proper response to alarm annunciations and report of observations	Skill in locating and interviewing complainants, suspects, and witnesses	Ability to learn and retain laws and regulations that pertain to proper arrest, search and seizure, and police work in general
Knowledge of relevant equipment, policies, procedures, and strategies to promote effective local, state, or national security operations for the protection of people, data, property, and institutions	Skill in methods of defensive tactics, arrest, and detention	Ability to note and report indications of suspicious activity
	Skill in operating special equipment	Ability to observe and record facts about persons, objects, and events
	Skill in performing self defense, arrest, and detention	
	Skill in performing vehicular, bike, and foot patrols	Ability to operate communication equipment reasonably expected to be employed within duty assignment, including proficiency in the use of accepted communication terminology, acronyms, and phonetics, and the methods for verifying operator identity of incoming signals and signaling duress
Knowledge of the application of legal standards that establish probable cause for a particular crime and take appropriate action	Skill in using logic and reasoning to identify strengths and weaknesses of alternative solutions, conclusions or approaches to problems	
	Skill in weighing costs/benefits of potential actions to choose the most appropriate one	
		Ability to perform as escorts for sensitive materials such as weapons, classified matters,

		and special nuclear material
		Ability to prepare clear and accurate reports
		Ability to qualify with site-approved weapons, techniques, and equipment, which may be necessary either to protect the site or to effectively engage and neutralize an adversary
		Ability to read and understand departmental policies, instructions, laws, and regulations
		Ability to recognize signs of alcohol intoxication
		Ability to recognize signs of illegal drug use
		Ability to remember names, faces, and details of incidents
		Ability to respond to emergency situations
		Ability to speak and write effectively
		Ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem
		Ability to work in a hostile environment with harsh living/working conditions

Competency		
Perimeter Security	Patrol and monitor Installation perimeter, facilities, and assets.	
Knowledge	**Skills**	**Abilities**
Knowledge and familiarity to recognize various types of classified or sensitive matter being protected, including the normal location, routine uses, and movements of the material at the duty post	Skill in administering first aid and CPR	Ability in the use of force continuum and deadly force
Knowledge and proficiency in the use and care of all weapons as required by duty assignment	Skill in assisting stalled motorists and persons in distress	Ability in understanding the implications of new information
Knowledge of access control systems, procedures, and	Skill in carrying out undercover work assignments	Ability to act successfully as a member of an aggressive and timely mobile response team as dictated by site-specific vulnerability assessments, using force options and team techniques necessary for interdiction, interruption,
	Skill in checking buildings and property for security, safety, or other hazards	
	Skill in collecting and preserving	

operation including visitor and employee credentials, badges, passes, and visitor logging procedures

Knowledge of agency jurisdictions

Knowledge of badging and escort responsibilities including the requirements for and ability to perform as escorts

Knowledge of criminal operations

Knowledge of departmental and site policies and procedures governing the Security Police Officer's role in site protection

Knowledge of detection devices

Knowledge of domestic and foreign laws

Knowledge of emergency response policies and procedures

Knowledge of evidence requirements

Knowledge of force protection

Knowledge of foreign affairs

Knowledge of information acquisition

Knowledge of inspection techniques for persons, packages, and vehicles

Knowledge of laws and legal codes

Knowledge of methods for protecting individuals, property, and equipment

Knowledge of movement techniques such as entering and clearing a building, use of cover and concealment, and clearing areas

Knowledge of police and firearms training

Knowledge of police and

evidence

Skill in communicating effectively in writing as appropriate for the needs

Skill in conducting interviews and interrogations

Skill in dealing with emergency situations

Skill in detecting discrepancies in information

Skill in determining the rights of detained individuals and organizational rules regarding the appropriate use of force to be used in the apprehension of persons

Skill in distinguishing between relevant and irrelevant information or evidence

Skill in effective oral and written communications

Skill in enforcing and ensuring compliance with laws

Skill in identifying complex problems, evaluating options, and implementing solutions

Skill in issuing warnings, citations, and trespasses

Skill in maintaining surveillance

Skill in methods for protecting individuals, property, and equipment

Skill in operating special equipment

Skill in performing self defense, arrest, and detention

Skill in performing vehicular, bike, and foot patrols

Skill in preparing documents and reports

Skill in presenting evidence at, and participating in court proceedings

Skill in recognizing, collecting, and preserving physical evidence

neutralization, and recapture

Ability to analyze situations and to exercise good judgment in adopting a quick, effective, and responsible course of action

Ability to analyze, interpret, and evaluate information obtained

Ability to anticipate and respond appropriately to violent actions

Ability to apply departmental standard operating procedures

Ability to apply general rules to specific problems to produce answers that make sense

Ability to conduct investigations and collect evidence

Ability to deal effectively with others and gain their confidence and cooperation

Ability to deal with emergency situations

Ability to detect actions/events that could turn into a serious incident

Ability to develop skill in the use of firearms

Ability to discover and recognize evidence of crimes and violations

Ability to distinguish between conclusions and facts

Ability to evaluate reliability and credibility of statements and witnesses

Ability to follow oral and written instructions

Ability to function effectively under stress

Ability to implement plans and procedures to protect the site during disruptive events

Ability to maintain surveillance

security principles and practices	Skill in recognizing, exploring, and exploiting leads	of an area
Knowledge of prohibited article detection, including the operation of personnel, vehicle, and package screening devices employed at duty posts	Skill in subduing persons and defending oneself, associates, and others	Ability to make positive decisions
	Skill in use of firearms	Ability to make thorough and complete investigations
Knowledge of the assigned site and routine patrol duty requirements	Skill in using logic and reasoning to identify strengths and weaknesses of alternative solutions, conclusions, or approaches to problems	Ability to meet assigned weapon qualifications and requalifications
Knowledge of the methods for conducting investigations and collecting evidence		Ability to multitask
Knowledge of use of force continuum and deadly force	Skill in using weaponless self-defense methods	Ability to observe and record facts about persons, objects, and events
Knowledge of weaponless self-defense methods, as applicable to the assigned position	Skill in weighing costs/benefits of potential actions to choose the most appropriate one	Ability to operate communication equipment reasonably expected to be employed within duty assignment, including proficiency in the use of accepted communication terminology, acronyms, and phonetics, and the methods for verifying operator identity of incoming signals and signaling duress
		Ability to operate vehicles, as required by duty assignment
		Ability to perform as escorts for sensitive materials such as weapons, classified matters, and special nuclear material
		Ability to plan, organize, and conduct investigations
		Ability to promote and nurture a partnership of shared responsibilities and trust with law abiding citizens
		Ability to read and understand departmental policies, instructions, laws, and regulations
		Ability to recognize signs of illegal drug use
		Ability to recognize the signs of stress that are indicative of guilt during criminal contacts
		Ability to report facts accurately in a concise, logical, and objective manner

		Ability to respond to emergency situations
		Ability to speak and write effectively
		Ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem
		Ability to testify in legal or administrative proceedings
		Ability to understand and analyze business, commercial, industrial, and agency records
		Ability to use movement techniques such as entering and clearing a building, use of cover and concealment, and clearing areas
		Ability to utilize computer functions in job performance

Competency		
Security Patrol	Conduct highly visible perimeter and interior foot patrols as a visual deterrent.	
Knowledge	**Skills**	**Abilities**
Knowledge and proficiency in the use and care of all weapons as required by duty assignment	Skill in adjusting actions in relation to others' actions	Ability to apply departmental standard operating procedures
Knowledge of accepted law enforcement communication techniques	Skill in administering first aid and CPR	Ability to check buildings and rooms to ensure that all classified matter is secure
Knowledge of access control systems, procedures, and operation including visitor and employee credentials, badges, passes, and visitor logging procedures	Skill in checking buildings and property for security, safety, or other hazards	Ability to conduct physical checks of repositories containing classified matter
	Skill in determining the rights of detained individuals and organizational rules regarding the appropriate use of force to be used in the apprehension of persons	Ability to deal with emergency situations
Knowledge of badging and escort responsibilities including the requirements for and ability to perform as escorts	Skill in effective oral and written communications	Ability to function effectively under stress
	Skill in enforcing and ensuring compliance with laws	Ability to meet assigned weapon qualifications and requalifications
Knowledge of departmental and site policies and procedures governing the Security Police Officer's role in site protection	Skill in issuing warnings, citations, and trespasses	Ability to note and report indications of suspicious activity
	Skill in keen observation	Ability to observe and record facts about persons, objects, and events
	Skill in performing vehicular,	Ability to operate

Knowledge	Skills	Abilities
Knowledge of incident reporting Knowledge of inspection techniques for persons, packages, and vehicles Knowledge of movement techniques such as entering and clearing a building, use of cover and concealment, and clearing areas Knowledge of police and firearms training Knowledge of police and security principles and practices Knowledge of post and patrol operations Knowledge of prohibited article detection, including the operation of personnel, vehicle, and package screening devices employed at duty posts Knowledge of proper response to alarm annunciations and report of observations Knowledge of relevant equipment, policies, procedures, and strategies to promote effective local, state, or national security operations for the protection of people, data, property, and institutions Knowledge of the assigned site and routine patrol duty requirements Knowledge of weaponless self-defense methods, as applicable to the assigned position	bike, and foot patrols Skill in recognizing the signs of alcohol intoxication Skill in recognizing the signs of stress that are indicative of guilt during criminal contacts Skill in using logic and reasoning to identify strengths and weaknesses of alternative solutions, conclusions, or approaches to problems Skill in using weaponless self-defense methods Skill in weighing costs/benefits of potential actions to choose the most appropriate one	communication equipment reasonably expected to be employed within duty assignment, including proficiency in the use of accepted communication terminology, acronyms, and phonetics, and the methods for verifying operator identity of incoming signals and signaling duress Ability to perform as escorts for sensitive materials such as weapons, classified matters, and special nuclear material Ability to remember names, faces, and details of incidents Ability to respond to, assess, resolve , and report alarm annunciations and other indications of intrusion Ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem Ability to use movement techniques such as entering and clearing a building, use of cover and concealment, and clearing areas

Competency		
Traffic Management	Provide motor vehicle traffic management on military Installations in accordance with Department of the Navy (DON) policies and procedures.	
Knowledge	**Skills**	**Abilities**
Knowledge of any Federal- and State-granted authority applicable to assigned activities, and relative	Skill in apprehending and arresting criminals, suspects, and traffic violators	Ability to conduct traffic stops Ability to coordinate law enforcement activities with

responsibilities between the protective force and outside law enforcement agencies	Skill in assisting stalled motorists and persons in distress	other agencies
Knowledge of laws and legal codes	Skill in conducting felony traffic stops	Ability to deal with emergency situations
Knowledge of police and security principles and practices	Skill in effective oral and written communications	Ability to learn the use and care of departmental automobiles and equipment
Knowledge of post and patrol operations	Skill in enforcing and ensuring compliance with laws	Ability to pass emergency vehicle operations course
Knowledge of procedures for operation of speed control devices e.g., radar, lidar	Skill in issuing warnings, citations, and trespasses	Ability to recognize signs of alcohol intoxication
Knowledge of the techniques of traffic and crowd control	Skill in operating special equipment	Ability to recognize signs of illegal drug use
	Skill in performing traffic control	Ability to speak and write effectively
	Skill in performing vehicular, bike, and foot patrols	Ability to work in a hostile environment with harsh living/working conditions
	Skill in securing accident and crime scenes	
	Skill in the operation of communication equipment reasonably expected to be employed within duty assignment, including proficiency in the use of accepted communication terminology, acronyms, and phonetics, and the methods for verifying operator ID	
	Skill in the operation of speed control devices e.g., radar, lidar	
	Skill in the operation of vehicles, as required by duty assignment	
	Skill in weighing costs/benefits of potential actions to choose the most appropriate one	

- **Behavioral and Shared Competencies:** Behavioral competencies are an individual's character traits and personal qualities desired and valued by the organization. Shared competencies are common KSAs used in day to day activities to support the organization such as operations administration and administrative support. Behavioral and shared competencies apply to all levels of the organization and are achieved through life and job experiences, training, and education.

Table 3. Behavioral Competencies and Definitions

Competency	Definition	Introductory/ Entry	Advanced/ Journeyman	Expert	Program Manager/ Department Head	Program Manager/ 1st Level Supervisor	Program Director/ 2nd Level Supervisor
Attention to Detail	Considers all aspects involved in accomplishing a task, no matter how minute. Precisely follows procedures to ensure each element of a task is accurately completed.	●	●	●	●	●	●
Communication	The process of clearly transferring or interchanging/exchanging thoughts, opinions, or information by speech, writing, or signs from one source to another.	●	●	●	●	●	●
Conflict Management	Resolves a dispute or disagreement. Successful conflict management anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner. Encourages creative tension and differences of opinions.	●	●	●	●	●	●
Cooperation/ Teamwork	Inspires and fosters team commitment, spirit, pride, and trust. Motivates team members to accomplish group goals. Performs well in team settings and assists others when needed. Develops and maintains effective working relationships with others.	●	●	●	●	●	●
Crisis Leadership	The discipline of motivating a group of people to act toward achieving common goals and objectives during distress or disorder.				●	●	●
Decision Making	The cognitive process to reach an outcome or result.	●	●	●	●	●	●
Decisiveness	Uses sound judgment to simultaneously integrate and weigh situational constraints, risks, and rewards, and makes well-informed, effective, and timely decisions.				●	●	●
Dependability	Displays the self-discipline and resolve to reliably complete tasks in a timely manner and in accordance with procedures or directions.	●	●	●	●	●	●

Competency	Definition	Introductory/ Entry	Advanced/ Journeyman	Expert	Program Manager/ Department Head	Program Manager/ 1st Level Supervisor	Program Director/ 2nd Level Supervisor
Flexibility	Adjusts to work within new work structures, processes, requirements, or cultures.	●	●	●	●	●	●
Interpersonal Dynamics	Builds rapport through effective listening, self presentation, problem-solving, decision making, negotiating, and conflict management.		●	●	●	●	●
Mission Focus	Focuses on accomplishing work objectives in accordance with the strategic goals and objectives of an organization.	●	●	●	●	●	●
Professionalism	Exemplifies the characteristics, qualities, and conduct expected in a profession.	●	●	●	●	●	●
Situational Awareness	Continually assesses and maintains an accurate interpretation of one's current surroundings, to take appropriate action at any given time.	●	●	●	●	●	●
Team Building	Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.				●	●	●

Table 4. Shared Competencies and Definitions

Competency	Definition	Introductory/ Entry	Advanced/ Journeyman	Expert	Program Manager/ Department Head	Pr0gram Manager/ 1st Level Supervisor	Program Director/ 2nd Level Supervisor
Administrative Support	Provides services such as personnel, budget, purchasing, and data processing which support or facilitate the service programs of an organization.	●	●	●	●	●	●
Contract Management	The discipline of providing technical monitoring and administrative oversight of a contract within an organization.				●	●	●
Course Development	The process to make or improve educational lessons such as a training course.						●

Competency	Definition	Introductory/ Entry	Advanced/ Journeyman	Expert	Program Manager/ Department Head	Pr0gram Manager/ 1st Level Supervisor	Program Director/ 2nd Level Supervisor
Financial Management	The efficient and effective determination and allocation of an organization's financial resources.				●	●	●
Manpower Management	The means of controlling the workforce to ensure the most efficient and economical use of available workforce.				●	●	●
Office Management	The administration and organization of normal day-to-day activities in a business office environment.				●	●	●
Operations Administration	The act or process of managing a team to large an organization.	●	●	●	●	●	●
Personnel Development	The management of personnel to ensure the acquisition of knowledge, skills, and experience for the purpose of enhancing individual performance.				●	●	●
Program and Policy Management	The process of managing and enforcing the rules and regulations of an organization.				●	●	●
Project Assessment	The process of reviewing and appraising all aspects of a project.				●	●	●
Project Management	The process of managing ongoing projects emphasizing coordination and prioritization of resources across departments and entities.				●	●	●
Project Planning	The process of documenting a project by defining scope, cost, and schedule.				●	●	●
Training Administration	The management of the process to learn knowledge, skills, or experiences.			●	●	●	●

- **Leadership Competencies:** Include skills, tools, and abilities to effectively lead at the tactical level and supervise a diverse workforce, providing a variety of products and services. Leadership development is a priority for CNIC and is critical to shape the workforce and maintain the health and vitality of the Community. These competencies are common for all Communities. See the Department of the Navy (DON) Competency Model located at http://www.donhr.navy.mil/ (select the Training and Development navigation tab and then Developmental Resource Center from the drop-down menu).

Table 5. Leadership Competencies and Definitions

Competency	Definition	Program Manager/ Department Head	Program Manager/ 1st Level Supervisor	Program Director/ 2nd Level Supervisor
Accountability	Fosters and ensures an environment that administers all resources in a manner that instills public trust while accomplishing the mission. Monitors progress and evaluates outcomes to improve organizational efficiency and effectiveness.	●	●	●
Conflict Management	Uses appropriate methods and coordinates actions to reduce tension, resolve differences, and prevent conflicts from escalating.		●	●
Creativity and Innovation	Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes/solutions.			●
Decisiveness	Uses sound judgment to simultaneously integrate and weigh situational constraints, risks, and rewards, and makes well-informed, effective, and timely decisions.	●	●	●
Developing Others	Increases the ability of others to perform and contribute to the organization by providing ongoing feedback and opportunities to learn through formal and informal methods.		●	●
DoD Corporate Perspective	Considers how the DoD operates and how components, stakeholders, partners, and customers integrate toward mission accomplishment.		●	●
DoD Mission and Culture	Understands the DoD's mission, and roles, as well as the command structure of the Military Services and Defense Agencies.	●	●	●
Entrepreneurship	Positions the organization for future success by identifying new opportunities and builds the organization by developing or improving products or services.			●
Financial Management	Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Applies sound resource management principles, business/industry "best practices," and applicable policies, regulations, and laws to support operations. Aligns resources with policy and the strategic direction and priorities. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.			●

Competency	Definition	Program Manager/ Department Head	Program Manager/ 1st Level Supervisor	Program Director/ 2nd Level Supervisor
Human Capital Management	Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance-based deficiencies. Manages a multi-sector workforce and a variety of work situations.		●	●
Influencing/ Negotiating	In representing the organization, establishes, and maintains relationships with key individuals/groups; understands what motivates them. Persuades others; builds consensus through give and take; gains cooperation from others to obtain information, find solutions, and accomplish goals.	●	●	●
Leveraging Diversity	Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization. Seeks out diverse ideas, opinions, and insights, respecting the values and perceptions of others. Examines biases and seeks insights to avoid stereotypical responses and behavior.		●	●
National Defense Integration	Keeps current in joint doctrine and applicable studies. Formulates plans and policies with a broader view, and implements programs that consider interoperability, joint basing, and other integration efforts to ensure effective solutions that maximize DoD goals and interests, as well as the inter-relationships, resources, and capabilities of all related entities. Analyzes, promotes and, as applicable, incorporates the joint perspective throughout the organizations' policies and processes to ensure maximum support of the DoD's joint mission objectives.			●
National Security Environment	Keeps current and regularly examines key national security and international issues, to include, military, economic, political and societal trends that affect DoD. Uses knowledge of national security policy to shape broader strategies, policy objectives, inter-agency partnerships, and other initiatives.			●
National Security Foundation	Understands the DoD role, responsibilities, and organizational framework as it applies to the national security mission, and comprehends and articulates the importance of interagency and multinational cooperation in the use of power.		●	●

Competency	Definition	Program Manager/ Department Head	Program Manager/ 1st Level Supervisor	Program Director/ 2nd Level Supervisor
Partnering	Develops networks, builds alliances, and collaborates across boundaries to build strategic relationships and achieve common goals.			●
Team Building	Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.	●	●	●
Technology Management	Maintains knowledge of technological developments, making effective use of technology to achieve results.			●

- **Organizational Competencies:** Include those KSAs and behaviors required by senior managers/EDs to effectively oversee the operations of the various Community members. Career progression to this level requires advanced skills in situational, institutional, and team leadership.

Due to the increased level of responsibility and accountability that the ED position entails, progression to this tier requires the acquisition of additional competencies. ED competencies build off of the Community competencies described above and are summarized in Appendix B.

4.2   Competency/Career Progression Process

As displayed in Figure 2 below, the Competency/Career Progression Process is a multi-phase process, integrated with the annual performance review cycle, and focused on developing competencies aligned with IDP goals.
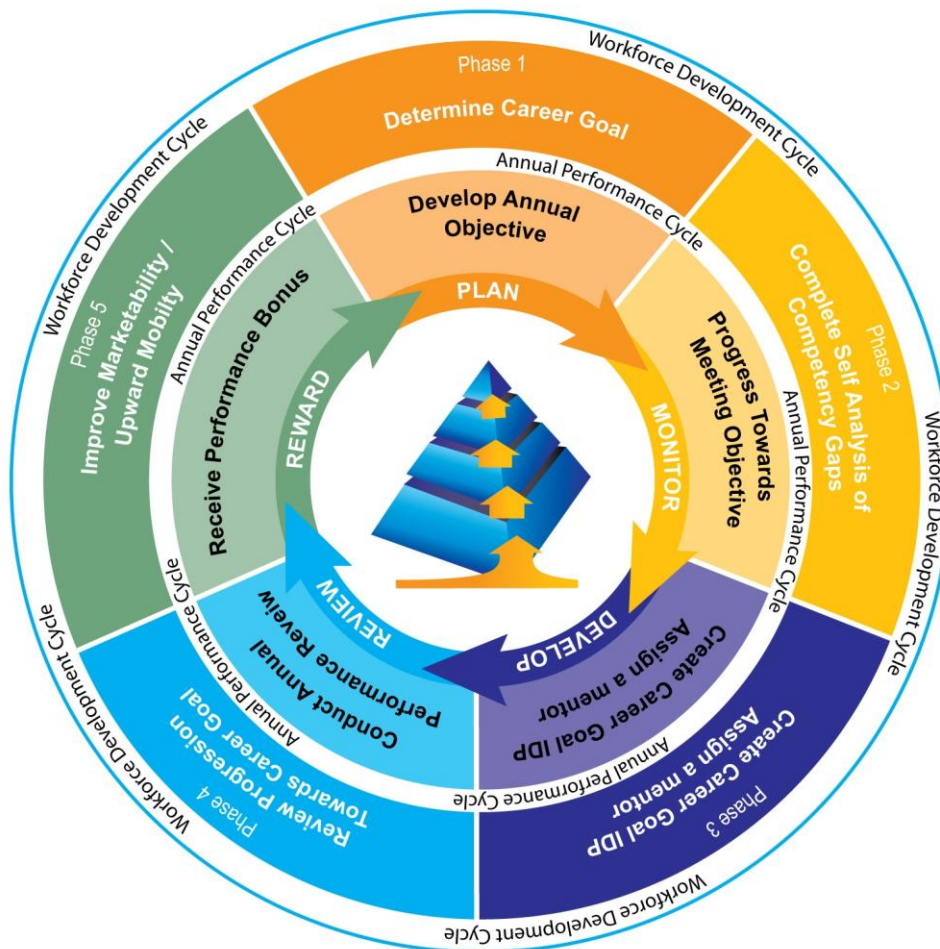
Competency/Career Progression Process

Figure 2. Competency/Career Progression Process

Career planning entails an integration of your personal career desires, needs, skills, and professional qualifications with the requirements of service. Properly done, career progression can satisfy both your individual needs and the needs of the Navy. It is also important to remember that career progression takes time, and that your advancement is earned gradually through small, incremental competency progressions, which you gain with each experience along the way.

Reaching your ultimate career goal may require several position moves over a multi-year period. In order to progress, you are expected to develop the requisite KSAs that enable you to perform successfully in your current position, as well as prepare you for the challenges of the next stage of your career.

Although the competency/career progression path varies for each SLE Security Guard and Police Officer professional, there is a common approach to guide your career development. The Competency/Career Progression Process illustrated in Figure 2 includes a five-phase approach. Each phase of this iterative process is

described below along with questions that you need to address and activities that you need to complete to plan and progress in your career.

Phase 1: Determine career goal. Goal setting isn't something to be taken lightly, so give it some serious thought. Are you satisfied with your current position? Do you want to become more efficient and effective? Do you want to acquire new competencies and skills that can provide opportunities for additional responsibility? Do you want to pursue other areas of interest? These are all goals, so make sure your personal career goal is what you truly desire.

Phase 2: Conduct self-analysis of competency gaps. Career planning requires a thorough understanding of your strengths and interests, as well as recognizing KSAs that you need to develop or improve. This activity involves making an honest, critical assessment of your current competencies and KSAs in relation to those of your career goal. Self-analysis also includes identifying competency gaps and establishing a list of competencies and KSAs that you need to acquire in order to be competitive in the workplace.

Phase 3: Create career goal IDP and assign a mentor. Your supervisor can assist you with developing your IDP. Your IDP details a road map for the next 3 to 5 years for your career development by specifying the necessary training, formal education, and experience to achieve the competencies, KSAs, and/or certifications identified in your self-assessment. There may be several contributors to the development of your IDP: your supervisor, N15 personnel, a mentor, or local Community management representative. In coordination with your Community management representative, you and your supervisor will identify a mentor to assist with your career development goals and objectives.

Phase 4: Review progression toward goal. Collecting feedback and reflecting on your progress toward your career goal is completed annually in conjunction with the annual Performance Review Cycle. Again, this activity is completed with your supervisor, and any training and formal education achieved, and/or any experience or certifications acquired, are annotated in your training record.

Phase 5: Improve marketability/upward mobility. Your rewards and opportunities for advancement and upward mobility are the result of meeting and/or exceeding your performance goals. Although this is the end phase of the annual performance review cycle, it is also the starting point of an iterative process that allows you to reset or adjust your career goals. Think of this process as your personal professional improvement program and, at any time throughout this process, you have the opportunity to change or modify your career plan.

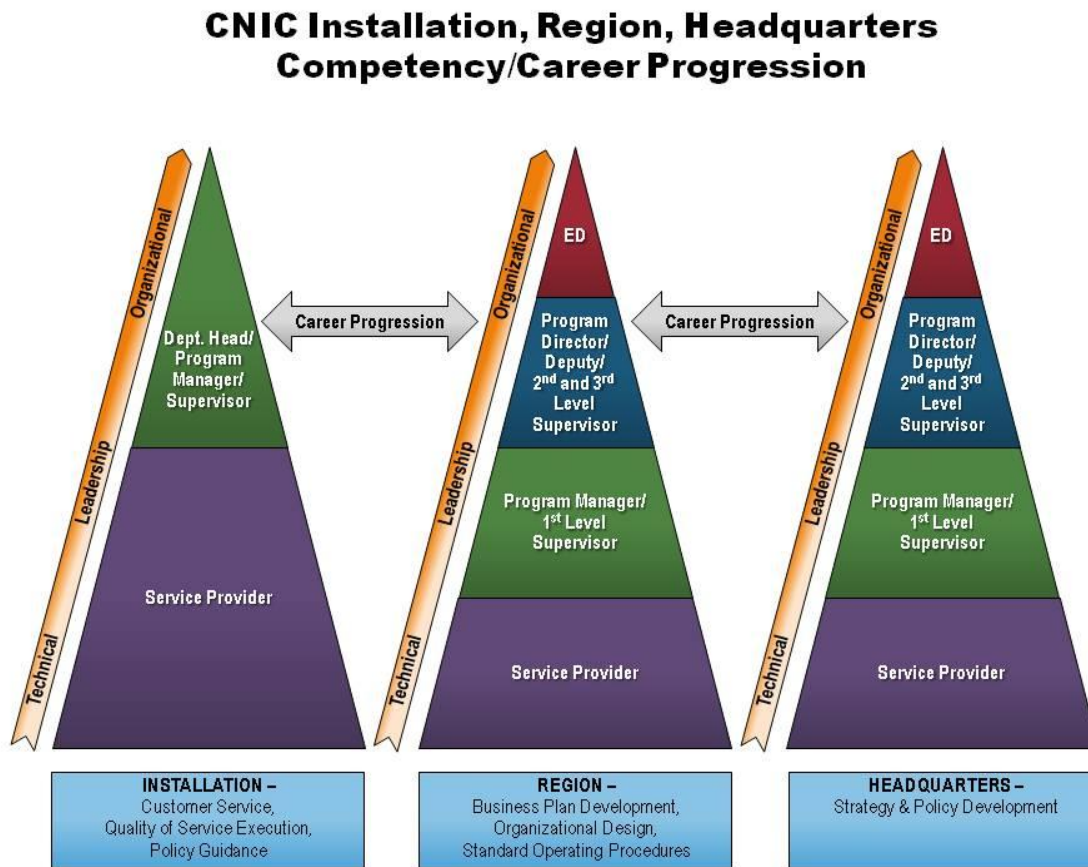## 4.3   Community Competency/Career Progression

Figure 3. Community Competency/Career Progression

In reviewing the Community Competency/Career Progression pyramids in Figure 3, note that all positions within CNIC are identified by location and tier. The pyramids show the progression of competencies and KSAs from Entry level to Expert level up to Department Head, Program Manager, Program Director, and ED. The blue box below each pyramid reflects the mission and primary focus of competencies at the Installation, Region, and Headquarters (HQ) locations.

The Community Competency/Career Progression pyramids are used in conjunction with the first and second phases identified in the Competency/Career Progression Process.

> **Phase 1: Determine career goal.** Using the interactive link on the CNIC N15 portal for the Community, select the tier of your career goal position to identify the competencies associated with that tier/position. Then select one of the competencies to identify the associated KSAs.

> **Phase 2: Conduct self-analysis of competency gaps.** Create a list of your current competencies and KSAs through an honest, critical self-assessment. Compare those with the competencies and KSAs for

your career goal position. Establish a list of competencies and KSAs that you need to acquire in order to be competitive for your career goal.

Even though the competencies and KSAs identified are at the Enterprise level, they can be used to assist with workforce planning, succession planning, recruitment actions, position description development, annual performance reviews, and IDP creation.

Note that the arrows between the Installation, Region, and HQ pyramids are multi-directional. This recognizes and emphasizes that competencies and KSAs can be gained through assignments within the three locations at any stage of your competency progression.

4.4 SLE Security Guard and Police Officer Community Series Distribution

Figure 4 below shows the distribution of occupational series within the SLE Security Guard and Police Officer Community. Note that in order to advance to higher levels in some series, you must change occupational series.

Figure 4. SLE Security Guard and Police Officer Community Series Distribution

4.5 Career Enhancement

Your career as an SLE Security Guard and Police Officer professional will evolve over time as you develop competencies through on-the-job practical experience, rotational assignments, and education and training opportunities, which could result in professional certifications. In many cases, advancement to the upper levels of the pyramids may involve a change in your occupational series.

Appendix C contains tables reflecting the population distribution for each series by pay plan and pay grade in your Community.

OPNAV N1 has identified five proficiency levels. Proficiency levels measure how well you are able to perform a task or function. You gain proficiency as you increase your skills or abilities associated with a given competency. The five proficiency levels are described below.

- **Introductory** – Basic knowledge

  - Focus is learning

  - Common knowledge or an understanding of basic techniques and concepts

- **Functional** – Limited knowledge

  - Focus is on-the-job training

  - You understand and can discuss terminology, concepts, principles, and issues related to the competencies of the position

  - You utilize the full range of reference and resource materials for the position

- **Intermediate** – Practical knowledge, apprentice

  - Focus is applying and increasing knowledge and skills

  - You are able to successfully complete tasks – help from a higher-level staff member may be required – can usually perform duties of the position independently

  - You have applied competencies to situations, requiring minimal guidance to perform successfully

  - You can understand and discuss the application and implications of changes to processes, policies, and procedures for the position

- **Advanced** – Applied theory

  - Focus is broad organizational issues and how your organization supports and complements other organizations within the command

  - You have the competencies for the position and can apply them without assistance – recognized as "a person to ask" when questions arise

  - You have consistently provided practical/relevant ideas and perspectives on process or process improvements which may be easily implemented

  - You are capable of coaching others

  - You participate in senior-level discussions regarding competencies required for successfully performing the position

  - You assist in the development of reference and resource materials in successfully meeting the competencies of the position

- **Expert** – Recognized expert, lead, and/or specialist

  - Focus is more strategic, supporting the command's strategic goals

  - You have demonstrated consistent excellence in applying competencies across multiple projects and/or organizations

- You are considered the "go to" person in your area of expertise both internally and externally

- You create new applications for and/or lead the development of resource materials

Experience. Experience is gained through a variety of duties and assignments, both project-specific and rotational. Within the context of other constraints (e.g., resource availability, workload, staffing constraints), CNIC recognizes and supports opportunities to learn from a variety of experiences made available through rotational or developmental assignments specifically structured to provide a broad experience. CNIC values the experience gained from assignments (including rotations) at different levels of the organization, with various business lines/support lines, and with other Commands.

Table 6. Experience Recommendations for Security Guard

Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
Attend training classes Completion of required certification Job shadowing at higher grade level On-the-job training	On-the-job training – mentoring by senior to junior staff Refine basic guard skills	Lead special teams Mentor at lower levels Obtain administrative and supervisory skills

Table 7. Experience Recommendations for Police Officer

Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
Attend training classes Completion of required certification Develop specialized skill sets Refine basic police skills	Complete specialized training Develop career path progression Mentor entry and apprentice officers Obtain specialized certifications Perform specialized skills	Instruct courses Lead special teams Manage shift operations Mentor at lower levels Obtain administrative and supervisory skills

Table 8. Experience Recommendations for Leadership

Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
Demonstrate the ability to lead/supervise Experience at previous lower level Obtain the ability to accept higher levels of supervisory, management tasks	Budgets and funding Develop policies and procedures Experience at previous lower level Staff level organizational command	Experience at previous lower level

Assignments. Assignments are specific jobs within the organization appropriate for your grade, competencies, and KSAs. Assignments of increasing/varied responsibility broaden your experience, strengthen your contribution to the organization, and maximize your professional development and competiveness for future assignments. In consultation with your supervisor, as approved by your chain of command, and within the context of other constraints (e.g., resource availability, workload, staffing constraints), you should seek assignments at different levels of the organization and with other Communities to broaden your competencies and experience.

Table 9. Assignment Recommendations for Security Guard

Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
Act as: • Commercial Vehicle Inspector • Internal/External Security Post • Guard I • Sentry	Act as all Entry level and/or: • Guard II • Roving Patrols	Act as all Journeyman level and/or: • Acting Supervisor • Lead Security Guard • Instructor

Table 10. Assignment Recommendations for Police Officer

Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
Act as: • Boat Crew • Crew Served Weapon Operator • Field Trainee • Patrol Officer • Police Officer I and II • Sentry • Surveillance Detection	Act as all Entry level and/or: • Boat Crew/Coxswain • Detective/Criminal Investigator • Drug Recognition • Field Training Officer (FTO) • Gang Investigator • K-9 Officer • Police Officer III • Special Reaction Team (SRT) • Traffic Accident Investigator	Act as all Journeyman level and/or: • Acting Supervisor • Lead Detective • Lead Police Officer • Police Officer Instructor

Table 11. Assignment Recommendations for Leadership

Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
Act as: • Assistant Chief of Police • Chief of Police (Installation) • Deputy Chief (Installation) • Field Supervisor • FTO Program Coordinator • Kennel Master • Operations Officer • Patrol Supervisor • Program Coordinator • SRT Commander • Supervisory Detective • Supervisory Police Officer • Supervisory Security Guard • Watch Commander Administer a budget	Act as: • Chief of Detectives • Supervisory Detective • Supervisory Police Officer • Supervisory Security Guard • Watch Commander Manage a budget Participate in continual process improvement and innovation Supervise or manage Regional staff and/or program(s)	Act as: • Chief Law Enforcement Program Director (HQ) • Chief of Police (Region) • Deputy Chief (Region) • Deputy Law Enforcement Program Director (HQ) Develop and implement human capital strategy plan Develop, formulate, and execute a budget Direct functional program area(s) Lead change Supervise and manage Regional or HQ staff and/or program(s)

Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
Manage/supervise Installation department		
Participate in continual process improvement and innovation		

Professional Certifications/Licenses. Certifications/licenses are defined as credentials needed to perform specific job functions. Employees should take advantage of any opportunity to acquire certifications or licenses in order to enhance their marketability or upward mobility. CNIC attempts to reimburse employees for tuition and training course expenses associated with acquiring certifications or licenses within available resources.

Table 12. Professional Certification/License Opportunities

Organization	Web Site
Certification in Expandable Baton	http://guardtrainingcenter.com
Certified Fraud Examiner (CFE)	http://www.acfe.com
Certified in Security Supervision and Management (CSSM)	http://www.ifpo.org
Certified Protection Officer (CPO) Program	http://www.ifpo.org
Certified Protection Officer Instructor (CPOI)	http://www.ifpo.org
Certified Protection Professional (CPP®)	http://www.asisonline.org
DoD Personnel Security Adjudicator Certification Program (ACP)	http://dssa.dss.mil
Handcuffing Certification	http://guardtrainingcenter.com
Industrial Security Professional (ISP) Certification Program	http://www.ncms-isp.org
Instructor Training Certification (ITC)	http://cdp.dhs.gov
Leadership Education and Development (LEAD) Program	http://www.leadership.opm.gov
Lean Six Sigma (LSS) Certification	http://www.6sigma.us
Pepper Spray (Oleoresin Capsicum [OC]) Certification	http://guardtrainingcenter.com
Physical Security Professional (PSP®)	http://www.asisonline.org
Professional Certified Investigator (PCI®)	http://www.asisonline.org
Professional Team Building	http://www.amanet.org http://www.teambuilders.com http://www.professionalteambuilding.com
Project Management	http://www.pmi.org http://www.golearn.gov

Organization	Web Site
Security Asset Protection Professional Certification (SAPPC) – part of Security Professional Education Development (SPēD)	http://dssa.dss.mil
Security Enterprise Professional Certification (SEPC) – part of SPēD	http://dssa.dss.mil
Security Fundamentals Professional Certification (SFPC) – part of SPēD	http://dssa.dss.mil
SPēD Program	http://dssa.dss.mil
Security Program Integration Professional Certification (SPIPC) – part of SPēD	http://dssa.dss.mil
Security Supervision and Management Program (SSMP)	http://www.ifpo.org
Taser Certification	http://guardtrainingcenter.com

5.0 Workforce Development Resources

There are ample resources to assist you with developing competencies as you progress in your career at CNIC.

Education. Employee education is an ongoing activity, vital to learn new concepts and develop new skills and competencies. Education is gained via coursework received from accredited colleges and universities.

Table 13. Education Recommendations for Security Guard

Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
High School diploma or equivalent	High School diploma or equivalent plus: Continued learning such as college courses in related specialty	High School diploma or equivalent plus: Advanced learning achieved by working toward a college degree, professional organization affiliation, and/or professional certifications

Table 14. Education Recommendations for Police Officer

Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
High School diploma or equivalent	High School diploma or equivalent plus: Continued learning such as college courses in related specialty	High School diploma or equivalent plus: Advanced learning achieved by working toward a college degree, professional organization affiliation, and/or professional certifications

Table 15. Education Recommendations for Leadership

Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
High School diploma or equivalent plus: Continued learning such as a two- to four-year course of study leading to an Associate's or Bachelor's degree Professional organization affiliation	High School diploma or equivalent plus: Continued learning such as a two- to four-year course of study leading to an Associate's or Bachelor's degree Professional organization affiliation	High School diploma or equivalent plus: Advanced learning such as an undergraduate to post-graduate study leading to a Bachelor's degree, Master's degree, or higher Graduate degree in police sciences or equivalent preferred Professional organization affiliation and/or professional certifications

Training. Training is defined as instruction designed to provide specific skills and knowledge to attain competence and maintain professional currency. To ensure employees maintain professional currency, meet continuous learning requirements, and develop requisite skills, employees must leverage applicable continuous DoD learning events and training opportunities.

Detailed lists of training are available in four appendices:

- Technical Training Opportunities by Competency see Appendix D.
- Behavioral Training Opportunities by Competency see Appendix E.
- Shared Training Opportunities by Competency see Appendix F.
- Leadership Training Opportunities by Competency see Appendix G.

Professional Associations. Membership in professional associations provides an opportunity to network with other career professionals for the purpose of enhancing your skills and maintaining currency in your field. It also provides opportunities to showcase CNIC professionals and their accomplishments in a wide variety of forums.

Table 16. Professional Associations (Potential Affiliations)

Organization	Web Site
American Society for Industrial Security (ASIS)	http://www.asisonline.org
Association of Certified Fraud Examiners (ACFE)	http://www.acfe.com
International Foundation of Protection Officers (IFPO)	http://www.ifpo.org
International Police Association (IPA)	http://www.ipa-usa.org
Law Enforcement Bicycle Association (LEBA)	http://www.leba.org
National Association of Police Organizations (NAPO)	http://www.napo.org
Police Association for College Education (PACE)	http://www.police-association.org
Society of Industrial Security Professionals (NCMS)	https://www.classmgmt.com

Mentoring. Mentoring is a type of leadership program designed to promote employee development and improve the career health of every employee. It is people helping people to grow and develop. It enhances leadership abilities and provides a framework for growth. Mentoring creates relationships between people to foster personal and professional development. Mentoring requires people to work together to establish specific goals and to provide each other with sufficient feedback to ensure the goals are reached. All CNIC professionals are encouraged to seek and become mentors.

Workforce Development Gateway Page. A variety of general and specific Workforce Development information including topics, such as professional development, Community management, diversity, and recruiting/retention are located within the N15 Gateway site at https://g2.cnic.navy.mil/solutions/ewd/default.aspx. You are highly encouraged to become familiar with this site.

IDP. Your IDP translates and personalizes the SLE Security Guard and Police Officer Community's Competency/Career Progression. It is a "living document," jointly developed between you and your supervisor. IDPs provide you and your supervisor with a plan of action to help gain essential skills and identify training that may enhance your competencies and KSAs. Your IDP charts your developmental objectives in the short-term (1 to 2 years) and long-term (3 to 5 years). These objectives are reviewed and updated at least annually.

The following IDP resources are available on the N15 Workforce Development Gateway site IDP Web page at https://g2.cnic.navy.mil/solutions/ewd/WDPages/IDP.aspx:

- Overview Video – short video introduction
- Overview – text version of the video introduction
- IDP – template to begin creating your IDP
- Brief – IDP brief online lesson
- Form Guide – IDP tools and process online lesson.

APPENDIX A
Acronym List

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Acronym List

AAFTP	Advanced Asset Forfeiture Training Program
AAR	After Action Review
AC	Advanced Course
ACFE	Association of Certified Fraud Examiners
ACP	Adjudicator Certification Program
ADA	Americans with Disabilities Act
AED	Automated External Defibrillator
AFTCSI	Advanced Forensics Techniques In Crime Scene Investigations
AIATP	Anti-terrorism Intelligence Awareness Training Program
AIDVI	Advanced Issues in Domestic Violence Investigations
AILEITP	Advanced Interviewing for Law Enforcement Investigators Training Program
ALEDITP	Advanced Law Enforcement Driver Instructor Training Program
AMA	American Management Association
ASIS	American Society for Industrial Security
BC	Basic Course
BTITP	Basic Tactics Instructor Training Program
CA	Community Advocate
CADR	Collaboration and Alternative Dispute Resolution
CBRNE	Chemical, Biological, Radiological, Nuclear, or Explosive
CES	Civilian Education System
CESP	Covert Electronic Surveillance Program
CFE	Certified Fraud Examiner
CIPTP	Critical Infrastructure Protection Training Program
CITP	Criminal Investigator Training Program
CLETP	Continuing Legal Education Training Program
CMP	Community Management Plan
CNIC	Commander, Navy Installations Command
COOP	Continuity of Operations Planning
COPTP	Case Organization and Presentation Training Program
COR	Contracting Officer Representative
COTR	Contracting Officer Technical Representative
CP	Community Champion
CPO	Certified Protection Officer

CPOI	Certified Protection Officer Instructor
CPP	Certified Protection Professional
CPR	Cardiopulmonary Resuscitation
CSSM	Certified in Security Supervision Management
CTC	Concurrent Technologies Corporation
CVCTP	Commercial Vehicle Counterterrorism Training Program
DLETP	Drug Law Enforcement Training Program
DoD	Department of Defense
DON	Department of the Navy
DPLE	Digital Photography for Law Enforcement
DRMC	Defense Resources Management Course
DSLDP	Defense Senior Leader Development Program
ED	Executive Director
EEO	Equal Employment Opportunity
ELDP	Executive Leadership Development Program
ELP	Executive Leadership Program
EMI	Emergency Management Institute
EMO	Emergency Medical Operations
EOPMC	Equal Opportunity Program Manager Course
ERHM	Emergency Responder Hazardous Materials
ESAMS	Enterprise Safety Application Management System
EVOC	Emergency Vehicle Operators Course
FAC-COTR	Federal Acquisition Certification – Contracting Officer's Technical Representative
FEPCA	Federal Employees Pay Comparability Act
FFO	Field Force Operations
FIRTP	Firearms Instructor Refresher Training Program
FITP	Firearms Instructor Training Program
FRTP	First Responder Training Program
FTEP	Field Training Evaluation Program
FTO	Field Training Officer
GAO	Government Accountability Office
GL	Group Leader
GS	General Schedule
HARM	Hazard Assessment and Response Management
HCAAF	Human Capital Assessment and Accountability Framework

HIV/HTV	High Interest Vessel/High Threat Vessel
HOT	Hands-on Training
HQ	Headquarters
HR	Human Resources
IALEETP	Intelligence Awareness for Law Enforcement Executives Training Program
IAP	Incident Action Plan
IATP	Intelligence Analyst Training Program
IC	Incident Command
IC	Intermediate Course
ICS	Incident Command System
IDP	Individual Development Plan
IFPO	International Foundation of Protection Officers
IIATP	Introductory Intelligence Analyst Training Program
ILERSBA	Initial Law Enforcement Response to Suicide Bomb Attacks
InCOP	Information Collection on Patrol
IPA	International Police Association
ISP	Industrial Security Professional
ITC	Instructor Training Certification
KSA	Knowledge, Skill, and Ability
LDP	Leadership Development Program
LEAD	Leadership Education and Development
LEBA	Law Enforcement Bicycle Association
LEIDTP	Law Enforcement In-Service Driver Training Program
LEMTP	Law Enforcement Manager Training Program
LEO	Law Enforcement Officer
LEPM	Law Enforcement Protective Measures
LERA	Law Enforcement Response Actions
LESLTP	Law Enforcement Supervisor Leadership Training Program
LSFM	Leadership Skills for Managers
LSS	Lean Six Sigma
MBA	Master of Business Administration
MLETP	Marine Law Enforcement Training Program
MTOTP	Maritime Tactical Operations Training Program
MWR	Morale, Welfare, and Recreation
N/A	Not Applicable

NAF	Non-appropriated Fund
N15	Workforce Planning/Development and Strategy
NAPO	National Association of Police Organizations
NARA	National Archives and Records Administration
NCISP	National Criminal Intelligence Sharing Plan
NCMS	Society of Industrial Security Professionals
NEVO	Non-emergency Vehicle Operations
NIITP	National Investigative Interviewing Training Program
NISP	National Industrial Security Program
NSIT	Navy Shore Infrastructure Transformation
NTSI	National Traffic Safety Institute
OC	Oleoresin Capsicum
OCAT	Oleoresin Capsicum Aerosol Training
OCHR	Office of Civilian Human Resources
OGE	Office of Government Ethics
OMB	Office of Management and Budget
OPM	Office of Personnel Management
OPNAV N1	Chief of Naval Operations (Manpower and Personnel)
OPNAVINST	Office of the Chief of Naval Operations Instruction
OPSACTP	Operations Security for Public Safety Agencies Counterterrorism Training Program
OPSEC	Operations Security
PACE	Police Association for College Education
PATH	Practical and Tactical Handcuffing
PCI	Professional Certified Investigator
POM	Program Objective Memorandum
PPE	Personal Protective Equipment
PPIMS	Police Pursuit Issues for Managers and Supervisors
PR	Program Review
PSETP	Pistol Skills Enhancement Training Program
PSP	Physical Security Professional
RP	Respiratory Protection
SAAT	Standardized Awareness Authorized Training
SAPPC	Security Asset Protection Professional Certification
SAR	Suspicious Activity Reporting
SECDEF	Secretary of Defense

SECNAV	Secretary of the Navy
SEPC	Security Enterprise Professional Certification
SES	Senior Executive Service
SFPC	Security Fundamentals Professional Certification
SLE	Security and Law Enforcement
SLTP	Situational Leadership® Training Program
SME	Subject Matter Expert
SPēD	Security Professional Education Development
SPIPC	Security Program Integration Professional Certification
SRT	Special Reaction Team
SSMP	Security Supervision and Management Program
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TERT	Technical Emergency Response Training
TtT	Train-the-Trainer
TWMS	Total Workforce Management Services
UPTP	Uniformed Police Training Program
USMC	United States Marine Corps

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APPENDIX B
Executive Director Competencies

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Executive Director Competencies

The Executive Director (ED) level of the pyramid is aligned with the Office of Personnel Management (OPM) leadership competency model, which provides a strategic, future-oriented framework for management-level positions. The model includes a set of 27 competencies grouped into five clusters based on similarities of importance and content. Commander, Navy Installations Command (CNIC) has identified knowledge, skills, and abilities (KSAs) that, in combination, support those leadership competencies.

Competency	KSAs
Leading Change: Creativity and Innovation External Awareness Flexibility Resilience Strategic Thinking Vision **Leading People:** Conflict Management Leveraging Diversity Developing Others Team Building **Results Driven:** Customer Service Accountability Decisiveness Entrepreneurship Problem Solving Technical Credibility **Business Acumen:** Financial Management Human Capital Management Technology Management **Building Coalitions:** Political Savvy Influencing/Negotiating Partnering	• Ability to develop budget requirements and create the Program Objective Memorandum (POM) and Program Reviews (PRs) • Ability to manage budget execution • Ability to monitor organizational performance to improve achievement of program objectives • Ability to define business and financial requirements • Ability to develop policies and procedures ensuring continuous business process improvement • Ability to use business analysis methodologies in a multi-layered/diverse organization • Ability to manage human resources and/or military and civilian manpower requirements and manning • Ability to explain, advocate, and express facts and ideas in a convincing manner and negotiate with individuals and groups internally and externally • Ability to develop expansive professional network with others • Ability to interact/communicate with higher command echelons in support of operational requirements • Ability to effectively manage external command expectations • Ability to apply technical processes to infrastructure/base operations support issues • Ability to balance change and continuity • Ability to design and implement strategies which maximize employee potential and foster high ethical standards • Ability to create an environment that fosters creative thinking • Ability to manage, lead, and mentor/coach others

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APPENDIX C
Community Population Distribution

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Community Population Distribution

Pay Plan	Occupational Series	Pay Grade														
		01	02	03	04	05	06	07	08	09	10	11	12	13	14	15
GL	0083					1		5								
GS	0083			13	38	875	485	318	191	128	23	19	7			
GS	0085			2	79	103	4	8		1						
NA	0085	18														

Source: Total Workforce Management Services (TWMS) report dated May 4, 2011.

Note: Group Leader (GL) are employees covered by the General Schedule (GS) classification and pay system (1) who are law enforcement officers (LEOs) and (2) who receive special base rates at grades 3-10 under section 403 of the Federal Employees Pay Comparability Act of 1990 (FEPCA).

NA are non-appropriated fund (NAF) employees.

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APPENDIX D
Technical Training Opportunities by Competency

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Technical Training Opportunities by Competency

Access Control		
Introductory/Functional/ Intermediate (Entry)	**Advanced (Journeyman)**	**Expert**
Access Control http://www.eduguard.com Learn about access control.	**Entry-level courses plus:**	**Advanced (Journeyman) level courses plus:**
Class A Certification http://www.leba.org Learn law enforcement bicycle techniques, nutrition, equipment, and drills.	Advanced Training Course http://www.leba.org Hone your police biking skills.	Communicating for Results http://www.graduateschool.edu Learn to overcome barriers to effective communication. Develop strategies to increase your ability to be understood.
Cardiopulmonary Resuscitation (CPR)/Automated External Defibrillator (AED) for the Professional Rescuer http://www.redcross.org Receive participant manuals, skill cards, certification cards, and training.	Enterprise Safety Application Management System (ESAMS) Training Programs https://esams.cnic.navy.mil Learn CNIC's safety management software program for Safety and Occupational Health (SOH) data management of mishap reports, training, direct and indirect costs, medical surveillance, hazard analysis, etc.	Communicating Strategically http://www.managementconcepts.com Leaders, managers, team leaders, project managers, and others interested in taking a more strategic approach when communicating with others.
DoD Foreign Disclosure Orientation http://dssa.dss.mil Learn how foreign disclosure of classified military information affects and enhances DoD operations and activities.	Lock and Key Systems Course http://dssa.dss.mil Learn the various lock and key systems available for use in support of protecting classified and sensitive DoD information and assets.	Critical Infrastructure Protection Training Program (CIPTP) http://www.fletc.gov Learn both the physical- and cyber-based systems for critical infrastructure and key resources.
Enterprise Safety Application Management System (ESAMS) Training Programs https://esams.cnic.navy.mil Learn CNIC's safety management software program for Safety and Occupational Health (SOH) data management of mishap reports, training, direct and indirect costs, medical surveillance, hazard analysis, etc.	Organizational Problem Solving http://www.umuc.edu Study the human behavior and interactions as they relate to identifying and solving problems of employee efficiency and effectiveness within the criminal justice system.	Drugs and Crime http://www.umuc.edu Understand the role of criminal justice in controlling the use and abuse of drugs.
Fundamentals of Writing http://www.graduateschool.edu Learn how to spot common writing errors, use outlines to organize thoughts, write clearly and concisely, and combine ideas into effective	Physical Security Measures Course http://dssa.dss.mil Gain a thorough understanding of the physical security measures available for implementation in the protection of DoD assets.	Enterprise Safety Application Management System (ESAMS) Training Programs https://esams.cnic.navy.mil Learn CNIC's safety management software program for Safety and Occupational Health (SOH) data management of mishap reports, training, direct and indirect costs, medical surveillance, hazard analysis, etc.
	Protection of Business Assets http://www.umuc.edu Learn the application of security knowledge and techniques for the protection of business assets.	Getting Results Without Authority http://www.amanet.org Learn key elements of influencing others when there
	Public Order - Crowd Control	

communication.

Introduction to Physical
Security Course
http://dssa.dss.mil
Gain a basic understanding of
the theories and principles
involved in the application of
physical security in the
protection of DoD assets.

Intrusion Detection
http://www.golearn.gov
Learn the tools, methodology,
devices, and knowledge to
design, implement, manage,
and evaluate an intrusion
detection strategy for their
organization.

Position Classification: An
Introduction
http://www.graduateschool.ed
u
Learn the basics of the
Federal job classification
system as well as the impact
of decisions on how positions
are classified.

Post Orders and Assignments
http://www.eduguard.com
Learn about post orders and
assignments.

Security Asset Protection
Professional Certification
(SAPPC)
http://dssa.dss.mil
Learn to apply foundational
security concepts, principles,
and practices (part of the
SPēD Program).

Security Fundamentals
Professional Certification
(SFPC)
http://dssa.dss.mil
Understand foundational
security concepts, principles,
and practices (part of the
Security Professional
Education Development
(SPēD) Program).

Security Officer Training
Course
http://securitytrainingcourse.c
om

Training
http://www.leba.org
Learn police tactics to retain
public order by using bike
officers.

Risk Management for DoD
Security Programs Course
http://dssa.dss.mil
Learn the risk management
process that practices
application of a systematic
approach to acquiring and
analyzing information necessary
for protecting assets and
allocating security resources.

Security Program Integration
Professional Certification
(SPIPC)
http://dssa.dss.mil
Understand and apply risk
assessment and security
program management based on
security concepts, principles,
and practices (part of the SPēD
Program).

is lack of authority—personal
power, persuasion and
negotiation.

Handling Difficult
Conversations
http://www.graduateschool.edu
Learn techniques for handling
such conversations with skill
and confidence. Emphasis on
performance and other
workplace conversations.

Neighborhood Watch Toolkit
http://www.usaonwatch.org
Enhance public safety by
creating community-based
partnerships to fight crime and
to improve the quality of
neighborhood life.

Physical Security Professional
(PSP)
http://www.asisonline.org
Gain knowledge and skills to
conduct threat surveys; design
integrated security systems
that include equipment,
procedures, and people; or
install, operate, and maintain
those systems.

Security Enterprise
Professional Certification
(SEPC)
http://dssa.dss.mil
Understand and apply
concepts, principles, and
practices for managing
Enterprise-wide security (part
of the SPēD Program).

Theory and Principles of
Executive Protection
http://www.umuc.edu
Learn the philosophy and
principles of protection and the
use of both physical security
techniques and electronic
countermeasures are
examined.

| Cover every aspect of working as an unarmed security guard.

Thwarting the Enemy: Providing Counterintelligence and Threat Awareness to the Defense Industrial Base http://dssa.dss.mil Become aware of potential threats directed against U.S. technology.		

Community Relations

Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
Communication http://www.graduateschool.edu Learn to develop strong organization and clear presentation of ideas for both speaking and writing situations and become aware of nonverbal communications.

Fundamentals of Writing http://www.graduateschool.edu Learn how to spot common writing errors, use outlines to organize thoughts, write clearly and concisely, and combine ideas into effective communication.

Introduction to Physical Security Course http://dssa.dss.mil Gain a basic understanding of the theories and principles involved in the application of physical security in the protection of DoD assets.

Introduction to Security Management http://www.umuc.edu Learn the concepts, principles, and methods of organizing and administering security management and loss-prevention activities in industry, business, and Government.

Public Relations - Community and Customer | **Entry-level courses plus:**

Communication Skills http://www.graduateschool.edu Discover how to analyze verbal and nonverbal communications, write clearly and concisely, organize and deliver an oral presentation, and break down communication barriers to work better with others.

How to Communicate with Diplomacy, Tact, and Credibility http://www.amanet.org Learn how to choose and use the most appropriate words and emotional tone for every business situation.

Instructor Training Certification (ITC) http://cdp.dhs.gov Receive an overview of instruction on adult learning, task analysis, risk and hazard analysis, learning objectives and lesson plans, communication skills, instructional delivery and multimedia, testing and evaluations, and the After Action Review (AAR).

Interpersonal Communications http://www.graduateschool.edu Learn proven techniques to work more productively and improve your everyday interactions with others. Discover conflict resolution strategies and negotiation techniques, as well as tips on | **Advanced (Journeyman) level courses plus:**

Briefing Techniques http://www.graduateschool.edu Briefing confidently, how to organize a briefing logically, how to analyze and deal with any type of audience, manage hostile or negative questions, manage a question and answer period.

Communicating for Results http://www.graduateschool.edu Learn to overcome barriers to effective communication. Develop strategies to increase your ability to be understood.

Communicating Strategically http://www.managementconcepts.com Leaders, managers, team leaders, project managers, and others interested in taking a more strategic approach when communicating with others.

Criminal Justice and the Media http://www.umuc.edu Gain an in-depth analysis of the effect of the news media on crime levels and public fear of crime.

Incident Command (IC): Capabilities, Planning and Response Actions for All Hazards http://cdp.dhs.gov Provides the responder with in- |

http://www.eduguard.com
Learn about public relations with the community and customer.

Security Fundamentals Professional Certification (SFPC)
http://dssa.dss.mil
Understand foundational security concepts, principles, and practices (part of the Security Professional Education Development (SPēD) Program).

tact and diplomacy.

Physical Security Measures Course
http://dssa.dss.mil
Gain a thorough understanding of the physical security measures available for implementation in the protection of DoD assets.

depth training on the entire spectrum of command of a terrorist event.

Neighborhood Watch Toolkit
http://www.usaonwatch.org
Enhance public safety by creating community-based partnerships to fight crime and to improve the quality of neighborhood life.

New Perspectives on Community Policing
http://www.cops.usdoj.gov
Examine how change, emerging issues, and threats are necessitating a reinvigorated commitment to the key components of community policing: community partnerships, organizational transformation, and problem solving.

Evidence Collection and Preservation

Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
Basic Criminal Investigation http://www.teex.com Learn a wide variety of common criminal investigations from the initial scene to case preparation and presentation for prosecution. Basic Records Operations https://nara.learn.com Learn what to file, how to file it, and how to remove files no longer needed for current business. It covers the variety of activities involved in the maintenance and use, as well as the disposition, of Federal records. Communication http://www.graduateschool.edu Learn to develop strong organization and clear presentation of ideas for both speaking and writing situations and become aware of nonverbal communications.	Entry-level courses plus: Advanced Forensics Techniques In Crime Scene Investigations (AFTCSI) - Level I http://www.fletc.gov Learn to investigate and document a crime scene. Case Organization and Presentation Training Program (COPTP) http://www.fletc.gov Learn to identify and select the case organizational tools best suited and successfully present findings in an effective and professional manner. Communication Skills http://www.graduateschool.edu Discover how to analyze verbal and nonverbal communications, write clearly and concisely, organize and deliver an oral presentation, and break down communication barriers to work better with others.	Advanced (Journeyman) level courses plus: Advanced Electronic Records Management https://nara.learn.com Learn the special considerations for creating and managing electronic records, investigate issues, people, and tools related to electronic records management and look at emerging technologies and their implications for records management. Advanced Forensics Techniques In Crime Scene Investigations (AFTCSI) - Level II http://www.fletc.gov Achieve a higher level of proficiency in crime scene investigation and skill to process a complex crime scene. Briefing Techniques http://www.graduateschool.edu Briefing confidently, how to

Crime Scene Processing Workshop
http://www.iptm.org
Learn the latest state-of-the-art techniques for crime scene processing.

Crime Scene Technology 1
http://nucps.northwestern.edu
Learn the latest techniques of evidence development and enhancement in the application of sensitivity and specificity.

Criminal Investigation
http://www.umuc.edu
Learn concepts and methodologies used by criminal investigators to prevent and suppress crime and aid in the apprehension of criminal suspects.

Critical Thinking for Problem Solving
http://www.managementconcepts.com
Learn methodologies for changing ways of thinking in order to achieve breakthroughs on problems faced in the workplace.

Data Collection and Analysis
http://www.graduateschool.edu
Learn how to collect and analyze data for a management study or audit. Discover how the results and reliability of the management study or audit.

Forensic Photography I
http://www.teex.com
Learn the basic concepts of photography and their application to professional crime scene documentation.

Fundamentals of Writing
http://www.graduateschool.edu
Learn how to spot common writing errors, use outlines to organize thoughts, write clearly and concisely, and combine ideas into effective

Criminal Procedure and Evidence
http://www.umuc.edu
Learn the general principles and theories of criminal procedure.

Decisions and Risk
http://www.golearn.gov
Improve your ability to make decisions in a changing environment.

Digital Photography For Law Enforcement (DPLE)
http://www.fletc.gov
Learn to properly transfer and save captured images for evidentiary use, enhance images, and prepare and print images for court presentation.

Electronic Records Management
https://nara.learn.com
Learn the skills and knowledge needed to manage electronic records throughout the records life cycle, and to take steps required to transition from a paper to an electronic records environment.

Forensic Evidence Collection
http://www.usfa.dhs.gov
Learn the critical skills essential to the effective collection, packaging, preservation, processing, and testing of evidence from a fire and/or explosive scene.

Forensic Technician
http://www.teex.com
Learn information, techniques, and methodologies for conducting crime scene investigations and processing crime scene evidence.

How to Communicate with Diplomacy, Tact, and Credibility
http://www.amanet.org
Learn how to choose and use the most appropriate words and emotional tone for every business situation.

Interpersonal Communications
http://www.graduateschool.edu

organize a briefing logically, how to analyze and deal with any type of audience, manage hostile or negative questions, manage a question and answer period.

Communicating for Results
http://www.graduateschool.edu
Learn to overcome barriers to effective communication. Develop strategies to increase your ability to be understood.

Communicating Strategically
http://www.managementconcepts.com
Leaders, managers, team leaders, project managers, and others interested in taking a more strategic approach when communicating with others.

Constructive Conflict Resolution
http://www.graduateschool.edu
Discover constructive approaches to positive resolution - develop the tools for quickly analyzing and responding to difficult situations to create practical positive outcomes.

Continuing Legal Education Training Program (CLETP)
http://www.fletc.gov
Learn to prevent evidence admissibility problems, increase investigative skills in gathering evidence, and help agents and officers avoid being liable for alleged improper conduct.

Decision Making and Problem Solving
http://www.graduateschool.edu
Learn strategies to improve the impact of your decisions. Learn how to evaluate the possible outcomes of various decisions.

Decision Support: Building New Analytical Skills
http://www.graduateschool.edu
Develop skills and capabilities for improved financial and

communication.

Property and Evidence Room Management
http://www.iptm.org
Learn how to properly document, inventory, control, dispose of, and purge property and evidence of all types.

Security Fundamentals Professional Certification (SFPC)
http://dssa.dss.mil
Understand foundational security concepts, principles, and practices (part of the Security Professional Education Development (SPēD) Program).

Learn proven techniques to work more productively and improve your everyday interactions with others. Discover conflict resolution strategies and negotiation techniques, as well as tips on tact and diplomacy.

Management Analysis: Data Gathering
http://www.graduateschool.edu
Gain the knowledge and skills you need to produce thoroughly researched, useful management studies, and learn the tools and techniques to analyze and collect data.

Management Analysis: Designing and Conducting a Study
http://www.graduateschool.edu
Learn how to design and conduct a study.

Organizational Problem Solving
http://www.umuc.edu
Study the human behavior and interactions as they relate to identifying and solving problems of employee efficiency and effectiveness within the criminal justice system.

Property and Evidence Room Management
http://www.iptm.org
Learn how to properly document, inventory, control, dispose of, and purge property and evidence of all types.

Total Workforce Management Services (TWMS)
https://twms.nmci.navy.mil
Contains all Navy records for military and civilian personnel records come from authoritative databases.

Writing for Results
http://www.graduateschool.edu
Learn practical techniques for adding power to written reports, executive summaries, and briefings.

performance management and decision making.

Forensics and Psychology
http://www.umuc.edu
Understand jury selection, criminal profiling, eyewitness testimony, prediction of violent behavior, and mental competency of the accused.

Forensics Lab
http://www.umuc.edu
Learn through hands-on investigation of the laboratory methods used in detecting, investigating, and solving crimes.

Getting Results Without Authority
http://www.amanet.org
Learn key elements of influencing others when there is lack of authority—personal power, persuasion and negotiation.

Handling Difficult Conversations
http://www.graduateschool.edu
Learn techniques for handling such conversations with skill and confidence. Emphasis on performance and other workplace conversations.

Incident Investigation		
Introductory/Functional/ Intermediate (Entry)	**Advanced (Journeyman)**	**Expert**
Basic Criminal Investigation http://www.teex.com Learn a wide variety of common criminal investigations from the initial scene to case preparation and presentation for prosecution. Communication http://www.graduateschool.edu Learn to develop strong organization and clear presentation of ideas for both speaking and writing situations and become aware of nonverbal communications. Conflict of Interest Investigations http://www.usoge.gov Learn the two main ways in which Office of Government Ethics (OGE) and the ethics community can support a criminal conflicts of interest investigation. Crime Scene Processing Workshop http://www.iptm.org Learn the latest state-of-the-art techniques for crime scene processing. Criminal Investigation http://www.umuc.edu Learn concepts and methodologies used by criminal investigators to prevent and suppress crime and aid in the apprehension of criminal suspects. Critical Thinking for Problem Solving http://www.managementconcepts.com Learn methodologies for changing ways of thinking in order to achieve breakthroughs on problems faced in the workplace.	**Entry-level courses plus:** Communication Skills http://www.graduateschool.edu Discover how to analyze verbal and nonverbal communications, write clearly and concisely, organize and deliver an oral presentation, and break down communication barriers to work better with others. Covert Electronic Surveillance Program (CESP) http://www.fletc.gov Learn the most effective methods using audio and video digital recording devices for the purposes of consensual monitoring. Criminal Law in Action http://www.umuc.edu Explore the law as a method of social control. Criminal Procedure and Evidence http://www.umuc.edu Learn the general principles and theories of criminal procedure. Digital Photography For Law Enforcement (DPLE) http://www.fletc.gov Learn to properly transfer and save captured images for evidentiary use, enhance images, and prepare and print images for court presentation. How to Communicate with Diplomacy, Tact, and Credibility http://www.amanet.org Learn how to choose and use the most appropriate words and emotional tone for every business situation. Instructor Training Certification (ITC) http://cdp.dhs.gov Receive an overview of instruction on adult learning, task analysis, risk and hazard	**Advanced (Journeyman) level courses plus:** Briefing Techniques http://www.graduateschool.edu Briefing confidently, how to organize a briefing logically, how to analyze and deal with any type of audience, manage hostile or negative questions, manage a question and answer period. Communicating for Results http://www.graduateschool.edu Learn to overcome barriers to effective communication. Develop strategies to increase your ability to be understood. Communicating Strategically http://www.managementconcepts.com Leaders, managers, team leaders, project managers, and others interested in taking a more strategic approach when communicating with others. Constructive Conflict Resolution http://www.graduateschool.edu Discover constructive approaches to positive resolution - develop the tools for quickly analyzing and responding to difficult situations to create practical positive outcomes. Critical Infrastructure Protection Training Program (CIPTP) http://www.fletc.gov Learn both the physical- and cyber-based systems for critical infrastructure and key resources. Decision Making and Problem Solving http://www.graduateschool.edu Learn strategies to improve the impact of your decisions. Learn how to evaluate the possible outcomes of various

DoD Foreign Disclosure Orientation
http://dssa.dss.mil
Learn how foreign disclosure of classified military information affects and enhances DoD operations and activities.

Fundamentals of Writing
http://www.graduateschool.edu
Learn how to spot common writing errors, use outlines to organize thoughts, write clearly and concisely, and combine ideas into effective communication.

Intelligence Analysis
http://www.umuc.edu
Explore the U.S. intelligence process and the use of intelligence throughout the criminal justice system.

Introduction to Physical Security Course
http://dssa.dss.mil
Gain a basic understanding of the theories and principles involved in the application of physical security in the protection of DoD assets.

Introductory Intelligence Analyst Training Program (IIATP)
http://www.fletc.gov
Learn historical, legal, and ethical basis for law enforcement intelligence collection, retention, and dissemination.

Security Fundamentals Professional Certification (SFPC)
http://dssa.dss.mil
Understand foundational security concepts, principles, and practices (part of the Security Professional Education Development (SPēD) Program).

Thwarting the Enemy: Providing Counterintelligence and Threat Awareness to the

analysis, learning objectives and lesson plans, communication skills, instructional delivery and multimedia, testing and evaluations, and the After Action Review (AAR).

Interpersonal Communications
http://www.graduateschool.edu
Learn proven techniques to work more productively and improve your everyday interactions with others. Discover conflict resolution strategies and negotiation techniques, as well as tips on tact and diplomacy.

Legal and Ethical Issues in Security Management
http://www.umuc.edu
Learn how ethical issues related to intelligence collection, the analytical process, and the use of force.

Mishap Investigation
http://www.safetycenter.navy.mil
Learn administrative considerations; change and energy-barrier target analysis; definitions; types of mishap investigations; requirements to ensure reporting of all mishaps; mishap investigation training; SIB requirement's reporting and recording procedures; Commanding Officer review of lost time mishaps; and mishap analysis procedures that apply to Navy mishap investigations; the Office of the Chief of Naval Operations Instruction (OPNAVINST) 5102.1 Series.

National Investigative Interviewing Training Program (NIITP)
http://www.fletc.gov
Learn advanced interviewing program designed for non-1811 investigators, analysts, and investigative support personnel.

Organizational Problem Solving
http://www.umuc.edu
Study the human behavior and interactions as they relate to

decisions.

Decision Support: Building New Analytical Skills
http://www.graduateschool.edu
Develop skills and capabilities for improved financial and performance management and decision making.

Getting Results Without Authority
http://www.amanet.org
Learn key elements of influencing others when there is lack of authority—personal power, persuasion and negotiation.

Handling Difficult Conversations
http://www.graduateschool.edu
Learn techniques for handling such conversations with skill and confidence. Emphasis on performance and other workplace conversations.

Incident Command (IC): Capabilities, Planning and Response Actions for All Hazards
http://cdp.dhs.gov
Provides the responder with in-depth training on the entire spectrum of command of a terrorist event.

Intelligence Analyst Training Program (IATP)
http://www.fletc.gov
Gain the knowledge and skills of an intelligence analyst, criminal research specialist, or investigative analyst.

Intelligence for Homeland Security: Organizational and Policy Challenges
http://www.nps.edu
Learn to develop new techniques, tactics, and procedures to combat the new threats to the security and stability of the U.S.

Physical Security Professional (PSP)
http://www.asisonline.org

Defense Industrial Base http://dssa.dss.mil Become aware of potential threats directed against U.S. technology.	identifying and solving problems of employee efficiency and effectiveness within the criminal justice system. Personality Assessment: Ethics and Instruments http://www.apa.org Learn clinical personality assessment practices. Physical Security Measures Course http://dssa.dss.mil Gain a thorough understanding of the physical security measures available for implementation in the protection of DoD assets. Time Management http://www.graduateschool.edu Discover practical techniques for managing time and increasing your professional and personal effectiveness. Total Workforce Management Services (TWMS) https://twms.nmci.navy.mil Contains all Navy records for military and civilian personnel records come from authoritative databases. Writing for Results http://www.graduateschool.edu Learn practical techniques for adding power to written reports, executive summaries, and briefings.	Gain knowledge and skills to conduct threat surveys; design integrated security systems that include equipment, procedures, and people; or install, operate, and maintain those systems. Professional Certified Investigator (PCI) http://www.asisonline.org Learn to conduct investigations with case management, investigate techniques and procedures, and case presentation skills. Theory and Principles of Executive Protection http://www.umuc.edu Learn the philosophy and principles of protection and the use of both physical security techniques and electronic countermeasures are examined.

Law Enforcement

Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
Aspiring Leader Program http://www.graduateschool.edu Practice core leadership skills and competencies which are essential to the success of an organization. Basic Criminal Investigation http://www.teex.com Learn a wide variety of common criminal investigations from the initial	**Entry-level courses plus:** Advanced Ethics: Ethics, Character, and Integrity in Law Enforcement http://www.cailaw.org Learn how people form their values, their character, their legacies, and how ethically healthy groups are formed and how they function. Advanced Interviewing for Law Enforcement Investigators	**Advanced (Journeyman) level courses plus:** Advanced Law Enforcement Driver Instructor Training Program (ALEDITP) http://www.fletc.gov Develop an instructor's knowledge of driver training and to improve the driver trainer's ability to design, develop and validate training curriculum, driving ranges and

scene to case preparation and presentation for prosecution.

Certification in Expandable Baton
http://guardtrainingcenter.com
Learn to use the baton and the moral and legal aspects of baton usage.

Class A Certification
http://www.leba.org
Learn law enforcement bicycle techniques, nutrition, equipment, and drills.

Communication
http://www.graduateschool.edu
Learn to develop strong organization and clear presentation of ideas for both speaking and writing situations and become aware of nonverbal communications.

CPR/AED for the Professional Rescuer
http://www.redcross.org
Receive participant manuals, skill cards, certification cards, and training.

Crime Scene Investigation
http://www.teex.com
Learn techniques and methodologies for conducting investigations ranging from general crime scene investigations to death investigations.

Crime Scene Processing Workshop
http://www.iptm.org
Learn the latest state-of-the-art techniques for crime scene processing.

Criminal Investigation
http://www.umuc.edu
Learn concepts and methodologies used by criminal investigators to prevent and suppress crime and aid in the apprehension of criminal suspects.

Criminal Investigator Training

Training Program (AILEITP)
http://www.fletc.gov
Learn to enhance the skills of law enforcement criminal investigators as they conduct interviews of victims, witnesses, and suspects.

Advanced Issues in Domestic Violence Investigations (AIDVI)
http://www.fletc.gov
Learn to increase effectiveness when responding to and investigating crimes of domestic violence.

Advanced Training Course
http://www.leba.org
Hone your police biking skills.

Certified Protection Officer (CPO) Program
http://www.ifpo.org
Earn certification by improving security skills.

Communication Skills
http://www.graduateschool.edu
Discover how to analyze verbal and nonverbal communications, write clearly and concisely, organize and deliver an oral presentation, and break down communication barriers to work better with others.

Criminal Law in Action
http://www.umuc.edu
Explore the law as a method of social control.

Decisions and Risk
http://www.golearn.gov
Improve your ability to make decisions in a changing environment.

Digital Photography For Law Enforcement (DPLE)
http://www.fletc.gov
Learn to properly transfer and save captured images for evidentiary use, enhance images, and prepare and print images for court presentation.

Enterprise Safety Application Management System (ESAMS) Training Programs
https://esams.cnic.navy.mil

evaluation standards.

Advanced Law Enforcement Rapid Response Training
http://www.teex.com
Designed for emergency responders who arrive first during an active shooter incident.

Basic Tactics Instructor Training Program (BTITP)
http://www.fletc.gov
Cover a variety of tactical subjects including tactical transitions, priorities, contingency planning, and situational response.

Briefing Techniques
http://www.graduateschool.edu
Briefing confidently, how to organize a briefing logically, how to analyze and deal with any type of audience, manage hostile or negative questions, manage a question and answer period.

Certified Protection Officer Instructor (CPOI)
http://www.ifpo.org
Earn certification to teach the CPO Program.

Certified Protection Professional (CPP)
http://www.asisonline.org
Learn the areas of security solutions and best-business practices through an intensive qualification and testing program.

Commercial Vehicle Counterterrorism Training Program (CVCTP)
http://www.fletc.gov
Learn how large commercial vehicles can be used in committing an act of terrorism, either as a weapon of mass destruction or transporting materials to further a terrorist cause.

Communicating for Results
http://www.graduateschool.edu
Learn to overcome barriers to

Program (CITP)
http://www.ignet.gov
Learn the basic and fundamental training in the techniques, concepts, and methodologies of conducting criminal investigations.

Critical Thinking for Problem Solving
http://www.managementconcepts.com
Learn methodologies for changing ways of thinking in order to achieve breakthroughs on problems faced in the workplace.

Drug Law Enforcement Training Program (DLETP)
http://www.fletc.gov
Learn the most current information regarding enforcement strategies and responses to a variety of drug crimes.

Emergency Response Awareness and Shipments of Explosives
http://www.explosivesacademy.org
Learn what to do in case of an emergency involving explosives.

Enterprise Safety Application Management System (ESAMS) Training Programs
https://esams.cnic.navy.mil
Learn CNIC's safety management software program for Safety and Occupational Health (SOH) data management of mishap reports, training, direct and indirect costs, medical surveillance, hazard analysis, etc.

Ethical Decision-making
http://www.cailaw.org
Learn a set of ethical decision-making "tools" that will help officers and supervisors make informed, defensible choices in ethically-challenging

Learn CNIC's safety management software program for Safety and Occupational Health (SOH) data management of mishap reports, training, direct and indirect costs, medical surveillance, hazard analysis, etc.

Field Force Operations (FFO)
http://cdp.dhs.gov
Gain the tools to understand and mitigate civil actions/disorders.

Field Training Evaluation Program (FTEP)
http://www.fletc.gov
Gain knowledge and understanding of procedures, techniques, legal concerns, and general problems associated with field training.

First Responder Training Program (FRTP)
http://www.fletc.gov
Learn the training and equipment needed to respond to virtually any situation, including criminal acts, terrorist attacks, and other large-scale emergencies.

How to Communicate with Diplomacy, Tact, and Credibility
http://www.amanet.org
Learn how to choose and use the most appropriate words and emotional tone for every business situation.

Human Factors For Accident Investigators
http://www.scsi-inc.com
Learn information, tools, and procedures to discover the role human error has played in an accident/incident being investigated.

Identity Crimes
http://www.teex.com
Learn techniques to identify current trends associated with identity theft.

Information Collection on Patrol (InCOP) Suspicious Activity

effective communication. Develop strategies to increase your ability to be understood.

Communicating Strategically
http://www.managementconcepts.com
Leaders, managers, team leaders, project managers, and others interested in taking a more strategic approach when communicating with others.

Constructive Conflict Resolution
http://www.graduateschool.edu
Discover constructive approaches to positive resolution - develop the tools for quickly analyzing and responding to difficult situations to create practical positive outcomes.

Continuing Legal Education Training Program (CLETP)
http://www.fletc.gov
Learn to prevent evidence admissibility problems, increase investigative skills in gathering evidence, and help agents and officers avoid being liable for alleged improper conduct.

Decision Making and Problem Solving
http://www.graduateschool.edu
Learn strategies to improve the impact of your decisions. Learn how to evaluate the possible outcomes of various decisions.

Decision Support: Building New Analytical Skills
http://www.graduateschool.edu
Develop skills and capabilities for improved financial and performance management and decision making.

Drugs and Crime
http://www.umuc.edu
Understand the role of criminal justice in controlling the use and abuse of drugs.

Emergency Vehicle Operations

situations.

Exposed Firearms Permit
http://guardtrainingcenter.com
Learn moral and legal aspects of firearms use, firearms nomenclature, weapons handling and shooting fundamentals, and emergency procedures.

Fundamentals of Writing
http://www.graduateschool.edu
Learn how to spot common writing errors, use outlines to organize thoughts, write clearly and concisely, and combine ideas into effective communication.

Handcuffing Certification
http://guardtrainingcenter.com
Learn the practical and tactical handcuffing (PATH) program.

Interviews and Interrogations
http://www.iptm.org
Obtain the skills to gain high-quality information from individuals.

Introduction to Criminal Justice
http://www.umuc.edu
Learn the principles of organization and administration in law enforcement including specific activities and functions.

Introduction to Physical Security Course
http://dssa.dss.mil
Gain a basic understanding of the theories and principles involved in the application of physical security in the protection of DoD assets.

Introductory Intelligence Analyst Training Program (IIATP)
http://www.fletc.gov
Learn historical, legal, and ethical basis for law enforcement intelligence

Reporting (SAR)
http://www.mipt.org
Learn to identify and document suspicious activity.

Initial Law Enforcement Response to Suicide Bomb Attacks (ILERSBA)
http://cdp.dhs.gov
Gain the skills and knowledge to effectively interdict and respond to an imminent suicide bombing attack.

Instructor Training Certification (ITC)
http://cdp.dhs.gov
Receive an overview of instruction on adult learning, task analysis, risk and hazard analysis, learning objectives and lesson plans, communication skills, instructional delivery and multimedia, testing and evaluations, and the After Action Review (AAR).

Interpersonal Communications
http://www.graduateschool.edu
Learn proven techniques to work more productively and improve your everyday interactions with others. Discover conflict resolution strategies and negotiation techniques, as well as tips on tact and diplomacy.

Introduction to Basic Drug Intelligence Analysis
http://www.justice.gov
Learn a broad spectrum of drug and intelligence topics and skills.

Law Enforcement In-Service Driver Training Program (LEIDTP)
http://www.fletc.gov
Learn skid recognition and control; non-emergency vehicle operations (NEVO); and emergency vehicle operations (EVOC).

Law Enforcement Response Actions for CBRNE Incidents (LERA)
http://cdp.dhs.gov

Instructor
http://www.teex.com
Designed to train experienced instructors to deliver the Emergency Vehicle Operators Course (EVOC).

Enterprise Safety Application Management System (ESAMS) Training Programs
https://esams.cnic.navy.mil
Learn CNIC's safety management software program for Safety and Occupational Health (SOH) data management of mishap reports, training, direct and indirect costs, medical surveillance, hazard analysis, etc.

Firearms Instructor Refresher Training Program (FIRTP)
http://www.fletc.gov
Update field firearms instructors with contemporary firearms issues, trends, tactics, and training techniques.

Firearms Instructor Training Program (FITP)
http://www.fletc.gov
Become familiar with a variety of light arms including care and maintenance.

Getting Results Without Authority
http://www.amanet.org
Learn key elements of influencing others when there is lack of authority—personal power, persuasion and negotiation.

Handling Difficult Conversations
http://www.graduateschool.edu
Learn techniques for handling such conversations with skill and confidence. Emphasis on performance and other workplace conversations.

Hazard Assessment and Response Management for CBRNE Incidents (HARM)
http://cdp.dhs.gov
Acquire operational knowledge

collection, retention, and dissemination.

Intrusion Detection
http://www.golearn.gov
Learn the tools, methodology, devices, and knowledge to design, implement, manage, and evaluate an intrusion detection strategy for their organization.

Law Enforcement Protective Measures for Chemical, Biological, Radiological, Nuclear, or Explosive (CBRNE) Incidents (LEPM)
http://cdp.dhs.gov
Learn the terrorist threat and indicators of terrorist activity, targets of terrorist activity and tactics used by terrorists, prevention and deterrence techniques, Chemical, Biological, Radiological, Nuclear, or Explosive (CBRNE) hazards, protective measures, appropriate response actions, and the Incident Command System (ICS).

Military Working Dog Handler Course
http://www.wood.army.mil
Become capable of handling dogs trained in patrol or detector tasks.

Pepper Spray (OC) Certification
http://guardtrainingcenter.com
Learn the OCAT® (Oleoresin Capsicum Aerosol Training) program to defend against potential violence.

RiderCourses SM
http://www.msf-usa.org
Learn about the different kinds of motorcycles, their controls, and how they operate.

Security Fundamentals Professional Certification (SFPC)
http://dssa.dss.mil
Understand foundational

Learn surveying, monitoring, decontamination, triage procedures, use of Personal Protective Equipment (PPE), and scene survey and safety.

Legal and Ethical Issues in Security Management
http://www.umuc.edu
Learn how ethical issues related to intelligence collection, the analytical process, and the use of force.

Making Your Case to Prosecute Fraud
http://www.graduateschool.edu.
Learn the pitfalls to avoid in pursuing fraud and how to discern whether a potential fraud scheme identified may be prosecutable.

Marine Law Enforcement Training Program (MLETP)
http://www.fletc.gov
Learn the safe and proper operation of marine patrol vessels, with specific training in law enforcement operations.

Military Police Investigations
http://www.wood.army.mil
Train trained in the areas of criminal law; crime scene processing; testimonial evidence; investigations of crimes against persons and property; physical evidence; drug investigations; investigative report writing; special investigative techniques and protective services.

Organizational Problem Solving
http://www.umuc.edu
Study the human behavior and interactions as they relate to identifying and solving problems of employee efficiency and effectiveness within the criminal justice system.

Personality Assessment: Ethics and Instruments
http://www.apa.org
Learn clinical personality assessment practices.

from each of the ten emergency response disciplines in support of the task force and assist in mitigating the Chemical, Biological, Radiological, Nuclear, or Explosive (CBRNE) incident.

Incident Command (IC): Capabilities, Planning and Response Actions for All Hazards
http://cdp.dhs.gov
Provides the responder with in-depth training on the entire spectrum of command of a terrorist event.

Leadership Skills for Non-Supervisors
http://www.graduateschool.edu
Learn to handle different personally types, delegate effectively, overcome conflict, and build high-performing teams.

Maritime Tactical Operations Training Program (MTOTP)
http://www.fletc.gov
Learn extensive hands-on instruction pertaining to tactical boarding procedures aboard High Interest Vessel/High Threat Vessels (HIV/HTV).

Physical Security Professional (PSP)
http://www.asisonline.org
Gain knowledge and skills to conduct threat surveys; design integrated security systems that include equipment, procedures, and people; or install, operate, and maintain those systems.

Police Traffic Laser/Radar Instructor
http://www.iptm.org
Learn the different scientific principles behind these devices and their proper application.

Strategic Planning and Risk Reduction
http://www.umuc.edu
Learn threat and risk reduction

security concepts, principles, and practices (part of the Security Professional Education Development (SPēD) Program).

Standardized Awareness Authorized Training (SAAT)
http://cdp.dhs.gov
Provides instruction on prevention and deterrence, chemical and biological agents, radiological materials, explosives, and the emergency response guidebook.

Taser Certification
http://guardtrainingcenter.com
Learn the proper use of tasers.

Understanding the Ethical Duties in Law Enforcement
http://www.cailaw.org
Understand the key ethical concepts and duties of law enforcement.

Uniformed Police Training Program (UPTP)
http://www.fletc.gov
Gain the basic law enforcement knowledge, skills, and abilities that a new Federal officer must understand and/or be able to perform in the first two years on the job.

Physical Security Measures Course
http://dssa.dss.mil
Gain a thorough understanding of the physical security measures available for implementation in the protection of DoD assets.

Pistol Skills Enhancement Training Program (PSETP)
http://www.fletc.gov
Gain hands on training to enhance the competence and confidence of weapons handling and shooting ability.

Stress Management
http://www.graduateschool.edu
Manage your stress and reap the rewards, including fewer job errors, reduced absenteeism, improved decision making, and lowered hostility.

The Impact of Stress and Trauma Related to Military Deployment on Personnel and Their Families
http://www.apa.org
Learn the needs of military personnel and their families during and after military deployments.

Writing for Results
http://www.graduateschool.edu
Learn practical techniques for adding power to written reports, executive summaries, and briefings.

and management.

The National Academy
http://www.fbi.gov
Learn law, behavioral science, forensic science, understanding terrorism/terrorist mindsets, leadership development, communication, and health/fitness.

Theory and Principles of Executive Protection
http://www.umuc.edu
Learn the philosophy and principles of protection and the use of both physical security techniques and electronic countermeasures are examined.

Perimeter Security

Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
Certification in Expandable Baton http://guardtrainingcenter.com Learn to use the baton and the moral and legal aspects of baton usage. Communication http://www.graduateschool.edu Learn to develop strong organization and clear presentation of ideas for both	**Entry-level courses plus:** Communication Skills http://www.graduateschool.edu Discover how to analyze verbal and nonverbal communications, write clearly and concisely, organize and deliver an oral presentation, and break down communication barriers to work better with others. Covert Electronic Surveillance	**Advanced (Journeyman) level courses plus:** Briefing Techniques http://www.graduateschool.edu Briefing confidently, how to organize a briefing logically, how to analyze and deal with any type of audience, manage hostile or negative questions, manage a question and answer period.

speaking and writing situations and become aware of nonverbal communications.

CPR/AED for the Professional Rescuer
http://www.redcross.org
Receive participant manuals, skill cards, certification cards, and training.

Critical Thinking for Problem Solving
http://www.managementconcepts.com
Learn methodologies for changing ways of thinking in order to achieve breakthroughs on problems faced in the workplace.

Enterprise Safety Application Management System (ESAMS) Training Programs
https://esams.cnic.navy.mil
Learn CNIC's safety management software program for Safety and Occupational Health (SOH) data management of mishap reports, training, direct and indirect costs, medical surveillance, hazard analysis, etc.

Exposed Firearms Permit
http://guardtrainingcenter.com
Learn moral and legal aspects of firearms use, firearms nomenclature, weapons handling and shooting fundamentals, and emergency procedures.

Fundamentals of Writing
http://www.graduateschool.edu
Learn how to spot common writing errors, use outlines to organize thoughts, write clearly and concisely, and combine ideas into effective communication.

Insider Threat
http://dssa.dss.mil
Learn the impact of insider threat to the DoD and shows how to recognize and report

Program (CESP)
http://www.fletc.gov
Learn the most effective methods using audio and video digital recording devices for the purposes of consensual monitoring.

Criminal Law in Action
http://www.umuc.edu
Explore the law as a method of social control.

Criminal Procedure and Evidence
http://www.umuc.edu
Learn the general principles and theories of criminal procedure.

Enterprise Safety Application Management System (ESAMS) Training Programs
https://esams.cnic.navy.mil
Learn CNIC's safety management software program for Safety and Occupational Health (SOH) data management of mishap reports, training, direct and indirect costs, medical surveillance, hazard analysis, etc.

How to Communicate with Diplomacy, Tact, and Credibility
http://www.amanet.org
Learn how to choose and use the most appropriate words and emotional tone for every business situation.

Industrial Security Professional (ISP) Certification Program
https://www.classmgmt.com
Earn an Industrial Security Professional Certification.

Interpersonal Communications
http://www.graduateschool.edu
Learn proven techniques to work more productively and improve your everyday interactions with others. Discover conflict resolution strategies and negotiation techniques, as well as tips on tact and diplomacy.

Legal and Ethical Issues in Security Management

Communicating for Results
http://www.graduateschool.edu
Learn to overcome barriers to effective communication. Develop strategies to increase your ability to be understood.

Communicating Strategically
http://www.managementconcepts.com
Leaders, managers, team leaders, project managers, and others interested in taking a more strategic approach when communicating with others.

Constructive Conflict Resolution
http://www.graduateschool.edu
Discover constructive approaches to positive resolution - develop the tools for quickly analyzing and responding to difficult situations to create practical positive outcomes.

Decision Making and Problem Solving
http://www.graduateschool.edu
Learn strategies to improve the impact of your decisions. Learn how to evaluate the possible outcomes of various decisions.

Decision Support: Building New Analytical Skills
http://www.graduateschool.edu
Develop skills and capabilities for improved financial and performance management and decision making.

Enterprise Safety Application Management System (ESAMS) Training Programs
https://esams.cnic.navy.mil
Learn CNIC's safety management software program for Safety and Occupational Health (SOH) data management of mishap reports, training, direct and indirect costs, medical surveillance, hazard analysis, etc.

Getting Results Without

it.

Introduction to Physical Security Course
http://dssa.dss.mil
Gain a basic understanding of the theories and principles involved in the application of physical security in the protection of DoD assets.

Introduction to Security Management
http://www.umuc.edu
Learn the concepts, principles, and methods of organizing and administering security management and loss-prevention activities in industry, business, and Government.

Intrusion Detection
http://www.golearn.gov
Learn the tools, methodology, devices, and knowledge to design, implement, manage, and evaluate an intrusion detection strategy for their organization.

Security Asset Protection Professional Certification (SAPPC)
http://dssa.dss.mil
Learn to apply foundational security concepts, principles, and practices (part of the SPēD Program).

Security Fundamentals Professional Certification (SFPC)
http://dssa.dss.mil
Understand foundational security concepts, principles, and practices (part of the Security Professional Education Development (SPēD) Program).

http://www.umuc.edu
Learn how ethical issues related to intelligence collection, the analytical process, and the use of force.

Organizational Problem Solving
http://www.umuc.edu
Study the human behavior and interactions as they relate to identifying and solving problems of employee efficiency and effectiveness within the criminal justice system.

Physical Security Measures Course
http://dssa.dss.mil
Gain a thorough understanding of the physical security measures available for implementation in the protection of DoD assets.

Protection of Business Assets
http://www.umuc.edu
Learn the application of security knowledge and techniques for the protection of business assets.

Risk Management for DoD Security Programs Course
http://dssa.dss.mil
Learn the risk management process that practices application of a systematic approach to acquiring and analyzing information necessary for protecting assets and allocating security resources.

Security Program Integration Professional Certification (SPIPC)
http://dssa.dss.mil
Understand and apply risk assessment and security program management based on security concepts, principles, and practices (part of the SPēD Program).

Writing for Results
http://www.graduateschool.edu
Learn practical techniques for adding power to written reports, executive summaries, and

Authority
http://www.amanet.org
Learn key elements of influencing others when there is lack of authority—personal power, persuasion and negotiation.

Handling Difficult Conversations
http://www.graduateschool.edu
Learn techniques for handling such conversations with skill and confidence. Emphasis on performance and other workplace conversations.

Hazard Assessment and Response Management for CBRNE Incidents (HARM)
http://cdp.dhs.gov
Acquire operational knowledge from each of the ten emergency response disciplines in support of the task force and assist in mitigating the Chemical, Biological, Radiological, Nuclear, or Explosive (CBRNE) incident.

Incident Command (IC): Capabilities, Planning and Response Actions for All Hazards
http://cdp.dhs.gov
Provides the responder with in-depth training on the entire spectrum of command of a terrorist event.

Physical Security Professional (PSP)
http://www.asisonline.org
Gain knowledge and skills to conduct threat surveys; design integrated security systems that include equipment, procedures, and people; or install, operate, and maintain those systems.

Strategic Planning and Risk Reduction
http://www.umuc.edu
Learn threat and risk reduction and management.

Theory and Principles of

	briefings.	Executive Protection http://www.umuc.edu Learn the philosophy and principles of protection and the use of both physical security techniques and electronic countermeasures are examined.

Security Patrol		
Introductory/Functional/ Intermediate (Entry)	**Advanced (Journeyman)**	**Expert**
Basic Criminal Investigation http://www.teex.com Learn a wide variety of common criminal investigations from the initial scene to case preparation and presentation for prosecution. Certification in Expandable Baton http://guardtrainingcenter.com Learn to use the baton and the moral and legal aspects of baton usage. Class A Certification http://www.leba.org Learn law enforcement bicycle techniques, nutrition, equipment, and drills. Communication http://www.graduateschool.edu Learn to develop strong organization and clear presentation of ideas for both speaking and writing situations and become aware of nonverbal communications. CPR/AED for the Professional Rescuer http://www.redcross.org Receive participant manuals, skill cards, certification cards, and training. Critical Thinking for Problem Solving http://www.managementconcepts.com Learn methodologies for changing ways of thinking in order to achieve	**Entry-level courses plus:** Advanced Asset Forfeiture Training Program (AAFTP) http://www.fletc.gov Learn the basics of asset seizure and forfeiture including the civil and criminal procedures, the law, and techniques. Advanced Training Course http://www.leba.org Hone your police biking skills. Certified Protection Officer (CPO) Program http://www.ifpo.org Earn certification by improving security skills. Communication Skills http://www.graduateschool.edu Discover how to analyze verbal and nonverbal communications, write clearly and concisely, organize and deliver an oral presentation, and break down communication barriers to work better with others. Covert Electronic Surveillance Program (CESP) http://www.fletc.gov Learn the most effective methods using audio and video digital recording devices for the purposes of consensual monitoring. Criminal Law in Action http://www.umuc.edu Explore the law as a method of social control. Criminal Procedure and Evidence	**Advanced (Journeyman) level courses plus:** Anti-terrorism Intelligence Awareness Training Program (AIATP) http://www.fletc.gov Gain a working knowledge of the criminal intelligence process and applicable laws, guidelines, policies, tools and techniques. Briefing Techniques http://www.graduateschool.edu Briefing confidently, how to organize a briefing logically, how to analyze and deal with any type of audience, manage hostile or negative questions, manage a question and answer period. Certified Protection Officer Instructor (CPOI) http://www.ifpo.org Earn certification to teach the CPO Program. Certified Protection Professional (CPP) http://www.asisonline.org Learn the areas of security solutions and best-business practices through an intensive qualification and testing program. Communicating for Results http://www.graduateschool.edu Learn to overcome barriers to effective communication. Develop strategies to increase your ability to be understood. Communicating Strategically

breakthroughs on problems faced in the workplace.

Drug Law Enforcement Training Program (DLETP)
http://www.fletc.gov
Learn the most current information regarding enforcement strategies and responses to a variety of drug crimes.

Emergency Medical Operations for CBRNE Incidents (EMO)
http://cdp.dhs.gov
Learn CBRNE incident management; treatment of victims of exposure to chemical, biological, and radiological hazards, as well as explosions.

Enterprise Safety Application Management System (ESAMS) Training Programs
https://esams.cnic.navy.mil
Learn CNIC's safety management software program for Safety and Occupational Health (SOH) data management of mishap reports, training, direct and indirect costs, medical surveillance, hazard analysis, etc.

Exposed Firearms Permit
http://guardtrainingcenter.com
Learn moral and legal aspects of firearms use, firearms nomenclature, weapons handling and shooting fundamentals, and emergency procedures.

Fundamentals of Writing
http://www.graduateschool.edu
Learn how to spot common writing errors, use outlines to organize thoughts, write clearly and concisely, and combine ideas into effective communication.

Handcuffing Certification
http://guardtrainingcenter.com
Learn the practical and

http://www.umuc.edu
Learn the general principles and theories of criminal procedure.

Emergency Responder Hazardous Materials Technician for CBRNE Incidents (ERHM)
http://cdp.dhs.gov
Receive lectures in terrorist threat, the hazardous materials management system, responder health and safety, the Incident Command System (ICS), site management, information management, response objectives, and terminating the incident.

Enterprise Safety Application Management System (ESAMS) Training Programs
https://esams.cnic.navy.mil
Learn CNIC's safety management software program for Safety and Occupational Health (SOH) data management of mishap reports, training, direct and indirect costs, medical surveillance, hazard analysis, etc.

Field Training Evaluation Program (FTEP)
http://www.fletc.gov
Gain knowledge and understanding of procedures, techniques, legal concerns, and general problems associated with field training.

Hands-on Training for CBRNE Incidents (HOT)
http://cdp.dhs.gov
Gain hands-on practical exercises that gives the responder the ability to perform triage and decontamination procedures, identify residual contamination through the use of survey and monitoring equipment, and conduct scene survey and safety.

How to Communicate with Diplomacy, Tact, and Credibility
http://www.amanet.org
Learn how to choose and use the most appropriate words and

http://www.managementconcepts.com
Leaders, managers, team leaders, project managers, and others interested in taking a more strategic approach when communicating with others.

Constructive Conflict Resolution
http://www.graduateschool.edu
Discover constructive approaches to positive resolution - develop the tools for quickly analyzing and responding to difficult situations to create practical positive outcomes.

Decision Making and Problem Solving
http://www.graduateschool.edu
Learn strategies to improve the impact of your decisions. Learn how to evaluate the possible outcomes of various decisions.

Decision Support: Building New Analytical Skills
http://www.graduateschool.edu
Develop skills and capabilities for improved financial and performance management and decision making.

Drugs and Crime
http://www.umuc.edu
Understand the role of criminal justice in controlling the use and abuse of drugs.

Enterprise Safety Application Management System (ESAMS) Training Programs
https://esams.cnic.navy.mil
Learn CNIC's safety management software program for Safety and Occupational Health (SOH) data management of mishap reports, training, direct and indirect costs, medical surveillance, hazard analysis, etc.

Firearms Instructor Refresher Training Program (FIRTP)
http://www.fletc.gov

tactical handcuffing (PATH) program.

Insider Threat
http://dssa.dss.mil
Learn the impact of insider threat to the DoD and shows how to recognize and report it.

Intelligence Analysis
http://www.umuc.edu
Explore the U.S. intelligence process and the use of intelligence throughout the criminal justice system.

Introduction to Conflicts of Interest — The Law, Appearances, and Prospective Employment
http://www.usoge.gov
Learn to determine when employees have conflicts of interest or even the appearance of conflicts.

Introduction to Industrial Security
http://dssa.dss.mil
Receive an introduction to the DoD Industrial Security Program.

Introduction to Physical Security Course
http://dssa.dss.mil
Gain a basic understanding of the theories and principles involved in the application of physical security in the protection of DoD assets.

Introduction to Security Management
http://www.umuc.edu
Learn the concepts, principles, and methods of organizing and administering security management and loss-prevention activities in industry, business, and Government.

Introductory Intelligence Analyst Training Program (IIATP)
http://www.fletc.gov
Learn historical, legal, and

emotional tone for every business situation.

Information Collection on Patrol (InCOP) Suspicious Activity Reporting (SAR)
http://www.mipt.org
Learn to identify and document suspicious activity.

Instructor Training Certification (ITC)
http://cdp.dhs.gov
Receive an overview of instruction on adult learning, task analysis, risk and hazard analysis, learning objectives and lesson plans, communication skills, instructional delivery and multimedia, testing and evaluations, and the After Action Review (AAR).

Interpersonal Communications
http://www.graduateschool.edu
Learn proven techniques to work more productively and improve your everyday interactions with others. Discover conflict resolution strategies and negotiation techniques, as well as tips on tact and diplomacy.

Legal and Ethical Issues in Security Management
http://www.umuc.edu
Learn how ethical issues related to intelligence collection, the analytical process, and the use of force.

Operations Security for Public Safety Agencies Counterterrorism Training Program (OPSACTP)
http://www.fletc.gov
Learn about Operations Security (OPSEC), a five-step risk management tool, used by security professionals and the military to deny our adversaries the sensitive information to prevent crimes and attacks.

Organizational Problem Solving
http://www.umuc.edu
Study the human behavior and interactions as they relate to

Update field firearms instructors with contemporary firearms issues, trends, tactics, and training techniques.

Firearms Instructor Training Program (FITP)
http://www.fletc.gov
Become familiar with a variety of light arms including care and maintenance.

Getting Results Without Authority
http://www.amanet.org
Learn key elements of influencing others when there is lack of authority—personal power, persuasion and negotiation.

Handling Difficult Conversations
http://www.graduateschool.edu
Learn techniques for handling such conversations with skill and confidence. Emphasis on performance and other workplace conversations.

Hazard Assessment and Response Management for CBRNE Incidents (HARM)
http://cdp.dhs.gov
Acquire operational knowledge from each of the ten emergency response disciplines in support of the task force and assist in mitigating the Chemical, Biological, Radiological, Nuclear, or Explosive (CBRNE) incident.

Incident Command (IC): Capabilities, Planning and Response Actions for All Hazards
http://cdp.dhs.gov
Provides the responder with in-depth training on the entire spectrum of command of a terrorist event.

Intelligence Analyst Training Program (IATP)
http://www.fletc.gov
Gain the knowledge and skills of an intelligence analyst,

ethical basis for law enforcement intelligence collection, retention, and dissemination.

Intrusion Detection
http://www.golearn.gov
Learn the tools, methodology, devices, and knowledge to design, implement, manage, and evaluate an intrusion detection strategy for their organization.

Law Enforcement Protective Measures for CBRNE Incidents (LEPM)
http://cdp.dhs.gov
Learn the terrorist threat and indicators of terrorist activity, targets of terrorist activity and tactics used by terrorists, prevention and deterrence techniques, Chemical, Biological, Radiological, Nuclear, or Explosive (CBRNE) hazards, protective measures, appropriate response actions, and the Incident Command System (ICS).

Security Asset Protection Professional Certification (SAPPC)
http://dssa.dss.mil
Learn to apply foundational security concepts, principles, and practices (part of the SPēD Program).

Security Fundamentals Professional Certification (SFPC)
http://dssa.dss.mil
Understand foundational security concepts, principles, and practices (part of the Security Professional Education Development (SPēD) Program).

Security Officer Training Course
http://securitytrainingcourse.com
Cover every aspect of working as an unarmed

identifying and solving problems of employee efficiency and effectiveness within the criminal justice system.

Physical Security Measures Course
http://dssa.dss.mil
Gain a thorough understanding of the physical security measures available for implementation in the protection of DoD assets.

Protection of Business Assets
http://www.umuc.edu
Learn the application of security knowledge and techniques for the protection of business assets.

Risk Management for DoD Security Programs Course
http://dssa.dss.mil
Learn the risk management process that practices application of a systematic approach to acquiring and analyzing information necessary for protecting assets and allocating security resources.

Technical Emergency Response Training for CBRNE Incidents (TERT)
http://cdp.dhs.gov
Gain an overview of the terrorist threat and potential targets and seminars in chemical, biological, radiological, and explosive hazards that may be used in CBRNE incidents.

Writing for Results
http://www.graduateschool.edu
Learn practical techniques for adding power to written reports, executive summaries, and briefings.

criminal research specialist, or investigative analyst.

Intelligence for Homeland Security: Organizational and Policy Challenges
http://www.nps.edu
Learn to develop new techniques, tactics, and procedures to combat the new threats to the security and stability of the U.S.

Physical Security Professional (PSP)
http://www.asisonline.org
Gain knowledge and skills to conduct threat surveys; design integrated security systems that include equipment, procedures, and people; or install, operate, and maintain those systems.

Strategic Planning and Risk Reduction
http://www.umuc.edu
Learn threat and risk reduction and management.

Theory and Principles of Executive Protection
http://www.umuc.edu
Learn the philosophy and principles of protection and the use of both physical security techniques and electronic countermeasures are examined.

security guard.

Standardized Awareness Authorized Training (SAAT) http://cdp.dhs.gov Provides instruction on prevention and deterrence, chemical and biological agents, radiological materials, explosives, and the emergency response guidebook.

Traffic Management

Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
Class A Certification http://www.leba.org Learn law enforcement bicycle techniques, nutrition, equipment, and drills. Communication http://www.graduateschool.edu Learn to develop strong organization and clear presentation of ideas for both speaking and writing situations and become aware of nonverbal communications. Critical Thinking for Problem Solving http://www.managementconcepts.com Learn methodologies for changing ways of thinking in order to achieve breakthroughs on problems faced in the workplace. Crowd Control http://www.eduguard.com Learn about crowd control. Effective Accident Investigation http://www.oshatrain.org Learn basic accident investigation procedures that have proven effective. Fundamentals of Writing http://www.graduateschool.edu Learn how to spot common writing errors, use outlines to	Entry-level courses plus: Accident and Crash Investigation Courses http://www.tsi.dot.gov Learn investigation techniques for different types of accidents including: aircraft, bus, and rail. Advanced Training Course http://www.leba.org Hone your police biking skills. Communication Skills http://www.graduateschool.edu Discover how to analyze verbal and nonverbal communications, write clearly and concisely, organize and deliver an oral presentation, and break down communication barriers to work better with others. How to Communicate with Diplomacy, Tact, and Credibility http://www.amanet.org Learn how to choose and use the most appropriate words and emotional tone for every business situation. Human Factors For Accident Investigators http://www.scsi-inc.com Learn information, tools, and procedures to discover the role human error has played in an accident/incident being investigated. Incident Command System 300 (ICS 300) http://www.safetycenter.navy.mil	Advanced (Journeyman) level courses plus: Advanced Collision Investigation http://www.teex.com Gain a higher level of understanding in collision Briefing Techniques http://www.graduateschool.edu Briefing confidently, how to organize a briefing logically, how to analyze and deal with any type of audience, manage hostile or negative questions, manage a question and answer period. Commercial Vehicle Counterterrorism Training Program (CVCTP) http://www.fletc.gov Learn how large commercial vehicles can be used in committing an act of terrorism, either as a weapon of mass destruction or transporting materials to further a terrorist cause. Communicating for Results http://www.graduateschool.edu Learn to overcome barriers to effective communication. Develop strategies to increase your ability to be understood. Communicating Strategically http://www.managementconcepts.com Leaders, managers, team

organize thoughts, write clearly and concisely, and combine ideas into effective communication.

Intermediate Collision Investigation
http://www.teex.com
Learn the basic drawing skills needed for preparing scale diagrams of the scene of a vehicle crash and the five basic formulas used to determine the minimum speed or combined speed of a vehicle based on skid and/or yaw marks.

Introduction to Criminal Justice
http://www.umuc.edu
Learn the principles of organization and administration in law enforcement including specific activities and functions.

Introduction to Physical Security Course
http://dssa.dss.mil
Gain a basic understanding of the theories and principles involved in the application of physical security in the protection of DoD assets.

Parking and Traffic Control
http://www.eduguard.com
Learn about parking and traffic control.

Security Fundamentals Professional Certification (SFPC)
http://dssa.dss.mil
Understand foundational security concepts, principles, and practices (part of the Security Professional Education Development (SPēD) Program).

Security Officer Training Course
http://securitytrainingcourse.com
Cover every aspect of working as an unarmed

Learn the comprehensive duties of each organizational element, terminology, staffing considerations, reporting relationships, and organizing for incidents and/or events, incidents resource management, air operations, and incident and/or event planning.

Incident Command System 300 (ICS 300) Refresher
http://www.safetycenter.navy.mil
Review organizing for incidents and/or events, the importance of planning, essential Incident Action Plan (IAP) elements, and the planning process to include the working relationships of each section, meetings as related to the planning process, upkeep of the situation display board, how resources will be tracked, and how the sections should operate when Section Chiefs are absent.

Interpersonal Communications
http://www.graduateschool.edu
Learn proven techniques to work more productively and improve your everyday interactions with others. Discover conflict resolution strategies and negotiation techniques, as well as tips on tact and diplomacy.

Organizational Problem Solving
http://www.umuc.edu
Study the human behavior and interactions as they relate to identifying and solving problems of employee efficiency and effectiveness within the criminal justice system.

Physical Security Measures Course
http://dssa.dss.mil
Gain a thorough understanding of the physical security measures available for implementation in the protection of DoD assets.

Public Order - Crowd Control

leaders, project managers, and others interested in taking a more strategic approach when communicating with others.

Constructive Conflict Resolution
http://www.graduateschool.edu
Discover constructive approaches to positive resolution - develop the tools for quickly analyzing and responding to difficult situations to create practical positive outcomes.

Getting Results Without Authority
http://www.amanet.org
Learn key elements of influencing others when there is lack of authority—personal power, persuasion and negotiation.

Handling Difficult Conversations
http://www.graduateschool.edu
Learn techniques for handling such conversations with skill and confidence. Emphasis on performance and other workplace conversations.

Hazard Assessment and Response Management for CBRNE Incidents (HARM)
http://cdp.dhs.gov
Acquire operational knowledge from each of the ten emergency response disciplines in support of the task force and assist in mitigating the Chemical, Biological, Radiological, Nuclear, or Explosive (CBRNE) incident.

Incident Command (IC): Capabilities, Planning and Response Actions for All Hazards
http://cdp.dhs.gov
Provides the responder with in-depth training on the entire spectrum of command of a terrorist event.

Physical Security Professional

security guard. Traffic Safety http://www.tsi.dot.gov Learn highway safety, motorcycle safety, occupant protection, safe communities, and speed program management. Traffic School http://www.ntsi.com National Traffic Safety Institute (NTSI) driving safety courses are approved in many State and local jurisdictions for Traffic School procedures.	Training http://www.leba.org Learn police tactics to retain public order by using bike officers. Transit Safety and Security http://www.tsi.dot.gov Learn effective management transit emergency, threats to public transit, emergency management, and safety management. Writing for Results http://www.graduateschool.edu Learn practical techniques for adding power to written reports, executive summaries, and briefings.	(PSP) http://www.asisonline.org Gain knowledge and skills to conduct threat surveys; design integrated security systems that include equipment, procedures, and people; or install, operate, and maintain those systems. Theory and Principles of Executive Protection http://www.umuc.edu Learn the philosophy and principles of protection and the use of both physical security techniques and electronic countermeasures are examined.

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APPENDIX E
Behavioral Training Opportunities by Competency

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Behavioral Training Opportunities by Competency

Attention to Detail		
Introductory/Functional/ Intermediate (Entry)	**Advanced (Journeyman)**	**Expert**
Ability to Arrange Meetings and Events http://www.federaltraining.com Learn to plan and implement all aspects of special events and meetings. Data Collection and Analysis http://www.graduateschool.edu Learn how to collect and analyze data for a management study or audit. Discover how the data shapes the results and reliability of the management study or audit. Introduction to Program Evaluation http://www.graduateschool.edu Learn evaluation by identifying, discovering, generating, and displaying information about an organization's program effectiveness. Management Analysis: An Introduction http://www.federaltraining.com Find out what it takes to succeed as a management analyst or management assistant. Managing Your Priorities and Workload http://www.federaltraining.com Gain control of your projects and your priorities.	**Entry-level courses plus:** Management Analysis: Data Gathering http://www.graduateschool.edu Gain the knowledge and skills you need to produce thoroughly researched, useful management studies, and learn the tools and techniques to analyze and collect data. Time Management http://www.graduateschool.edu Discover practical techniques for managing time and increasing your professional and personal effectiveness.	**Advanced (Journeyman) level courses plus:** An Introduction to Project Management http://www.golearn.gov Learn through processes to meet the cost, quality, and time expectations on a project. Management Analysis: Advanced Applications http://www.graduateschool.edu Learn to apply and synthesize information, concepts, rules, and principles to reach a higher level of management analysis comprehension and performance in this hands-on workshop.

Communication		
Introductory/Functional/ Intermediate (Entry)	**Advanced (Journeyman)**	**Expert**
Communication http://www.graduateschool.edu Learn to develop strong organization and clear presentation of ideas for both speaking and writing situations and become aware of nonverbal communications. English Grammar Review	**Entry-level courses plus:** Communication Skills http://www.graduateschool.edu Discover how to analyze verbal and nonverbal communications, write clearly and concisely, organize and deliver an oral presentation, and break down	**Advanced (Journeyman) level courses plus:** Briefing Techniques http://www.graduateschool.edu Briefing confidently, how to organize a briefing logically, how to analyze and deal with any type of audience, manage hostile or negative questions,

http://www.donhr.navy.mil
Learn the most common grammatical mistakes, improve word choice through vocabulary development, and apply practical grammar rules.

Fundamentals of Writing
http://www.graduateschool.edu
Learn how to spot common writing errors, use outlines to organize thoughts, write clearly and concisely, and combine ideas into effective communication.

Interpersonal Communication Skills
http://www.federaltraining.com
Discuss numerous methods to improve how you talk and how you communicate.

Listening Skills
http://www.donhr.navy.mil
Learn to improve your listening habits and get others to listen well to you.

Naval Correspondence
http://www.donhr.navy.mil
Receive a detailed review of the fundamentals and principles for the preparation of naval correspondence.

Plain Language Writing for Federal Employees
http://www.federaltraining.com
Learn to produce workplace documents in accordance with the Government's plain language writing requirements.

Strategies for Developing Effective Presentation Skills
http://www.amanet.org
Develop your presentation skills and learn how to present your ideas with conviction, control and poise.

communication barriers to work better with others.

How to Communicate with Diplomacy, Tact, and Credibility
http://www.amanet.org
Learn how to choose and use the most appropriate words and emotional tone for every business situation.

Interpersonal Communications
http://www.graduateschool.edu
Learn proven techniques to work more productively and improve your everyday interactions with others. Discover conflict resolution strategies and negotiation techniques, as well as tips on tact and diplomacy.

Naval Correspondence Manual and Contemporary Navy Writing
http://www.donhr.navy.mil
Learn the standards and procedures used when preparing all types of Navy correspondence.

Stress Management
http://www.graduateschool.edu
Manage your stress and reap the rewards, including fewer job errors, reduced absenteeism, improved decision making, and lowered hostility.

Writing for Results
http://www.graduateschool.edu
Learn practical techniques for adding power to written reports, executive summaries, and briefings.

manage a question and answer period.

Communicating for Results
http://www.graduateschool.edu
Learn to overcome barriers to effective communication. Develop strategies to increase your ability to be understood.

Communicating Strategically
http://www.managementconcepts.com
Leaders, managers, team leaders, project managers, and others interested in taking a more strategic approach when communicating with others.

Constructive Conflict Resolution
http://www.graduateschool.edu
Discover constructive approaches to positive resolution - develop the tools for quickly analyzing and responding to difficult situations to create practical positive outcomes.

Handling Difficult Conversations
http://www.graduateschool.edu
Learn techniques for handling such conversations with skill and confidence. Emphasis on performance and other workplace conversations.

Technical Report Writing
http://www.donhr.navy.mil
Learn to build precision and clarity into reports, instructions, work statements, and other technical materials.

Technical Writing (3 days)
http://www.graduateschool.edu
Master proven techniques for writing clear, concise technical documents by applying proven readability formulas and incorporating an easy six-step writing process. Learn how to conduct an audience analysis, eliminate common writing mistakes, organize your document and employ other methods to produce a reliable,

		readable technical document.
		Writing for Results http://www.graduateschool.edu Learn practical techniques for adding power to written reports, executive summaries, and briefings.
		Writing Skills Workshop http://www.donhr.navy.mil Upgrade your skills in writing and editing reports, memos, and proposals.

Conflict Management		
Introductory/Functional/ Intermediate (Entry)	**Advanced (Journeyman)**	**Expert**
Ability to Research, Analyze, and Solve Problems http://www.federaltraining.com Sharpen your analytical and critical thinking skills for improved problem solving and research techniques. **Analyzing Workplace War Zones** http://www.pmtrainingonline.com Gain the skills to recognize why teams stop working, identify why battles begin, learn how to target team problems, and develop the skills to discuss problems as a team. **Dealing with Difficult People** http://www.federaltraining.com Review and practice methods for communicating professionally with all types of difficult people. **Listening Skills** http://www.donhr.navy.mil Learn to improve your listening habits and get others to listen well to you.	**Entry-level courses plus:** **Customers, Confrontation, and Conflict** https://www.capital.org Learn to effectively cope with customer conflict and sound methods to deal with all types of potentially confrontational situations. **How to Communicate with Diplomacy, Tact, and Credibility** http://www.amanet.org Learn how to choose and use the most appropriate words and emotional tone for every business situation; gain insights into your communication style and develop skills for effective communication. **Mediating Employee Disputes** http://www.graduateschool.edu Learn how to mediate employee disputes and maintain productive work relationships. **Legal and Ethical Issues in Security Management** http://www.umuc.edu Learn how ethical issues related to intelligence collection, the analytical process, and the use of force.	**Advanced (Journeyman) level courses plus:** **Collaboration and Alternative Dispute Resolution (CADR) Program** https://www.flra.gov Learn to resolve disputes with collaboration and alternative dispute resolution and labor-management cooperation activities. **Conflict Resolution Skills** https://www.leadership.opm.gov Effective approaches to handling difficult people or circumstances. **Constructive Conflict Resolution** http://www.graduateschool.edu Discover constructive approaches to positive resolution - develop the tools for quickly analyzing and responding to difficult situations to create practical positive outcomes. **Handling Difficult Conversations** http://www.graduateschool.edu Learn techniques for handling such conversations with skill and confidence. Emphasis on performance and other workplace conversations. **Negotiating Techniques**

		http://www.graduateschool.edu Focus on issues of negotiation, including using multiple strategies, applying the no-fault formula and interest-based methods, and assessing the roles of truth-telling and empathy in the negotiation process.
Cooperation/Teamwork		
Introductory/Functional/ Intermediate (Entry)	**Advanced (Journeyman)**	**Expert**
Interpersonal Communication Skills http://www.federaltraining.com Discuss numerous methods to improve how you talk and how you communicate.	**Entry-level courses plus:** Building Better Work Relationships: New Techniques for Results-oriented Communication http://www.amanet.org Build successful work relationships and interact with people in a positive way to achieve your organizational goals. Interpersonal Communications http://www.graduateschool.edu Learn proven techniques to work more productively and improve your everyday interactions with others. Discover conflict resolution strategies and negotiation techniques, as well as tips on tact and diplomacy.	**Advanced (Journeyman) level courses plus:** Negotiating Techniques http://www.graduateschool.edu Focus on issues of negotiation, including using multiple strategies, applying the no-fault formula and interest-based methods, and assessing the roles of truth-telling and empathy in the negotiation process. Team Building http://www.donhr.navy.mil Examine the four stages of team development. Teamwork Skills for Non-Supervisors http://www.federaltraining.com Recognize the commonalities and differences of personality styles and begin to explore the connection between communication, work, and relationships. The 7 Habits of Highly Effective People® 3-Day Signature Program http://www.amanet.org Develop a new outlook and create dramatic change.
Decision Making		
Introductory/Functional/ Intermediate (Entry)	**Advanced (Journeyman)**	**Expert**
Ability to Research, Analyze, and Solve Problems http://www.federaltraining.com Sharpen your analytical and critical thinking skills for	**Entry-level courses plus:** Crisis Management and Decision Making http://www.golearn.gov	**Advanced (Journeyman) level courses plus:** Decision Making and Problem Solving

| improved problem solving and research techniques.

Critical Thinking for Problem Solving
http://www.managementconcepts.com
Learn methodologies for changing ways of thinking in order to achieve breakthroughs on problems faced in the workplace. | Learn the activities involved in planning, organizing, and directing immediate aid to the public and victims during emergencies.

Decisions and Risk
http://www.golearn.gov
Improve your ability to make decisions in a changing environment.

Problem-Solving Skills Workshop
http://www.donhr.navy.mil
Learn a systematic approach to problem solving. | http://www.graduateschool.edu
Learn strategies to improve the impact of your decisions. Learn how to evaluate the possible outcomes of various decisions.

Decision Support: Building New Analytical Skills
http://www.graduateschool.edu
Develop skills and capabilities for improved financial and performance management and decision making. |

Dependability		
Introductory/Functional/ Intermediate (Entry)	**Advanced (Journeyman)**	**Expert**
Aspiring Leader Program http://www.graduateschool.edu Practice core leadership skills and competencies which are essential to the success of an organization. Managing Your Priorities and Workload http://www.federaltraining.com Gain control of your projects and your priorities.	**Entry-level courses plus:** Time Management http://www.graduateschool.edu Discover practical techniques for managing time and increasing your professional and personal effectiveness.	**Advanced (Journeyman) level courses plus:** Preparing for Business Crises http://www.pmtrainingonline.com Learn specific tools for anticipating business crises and processes for developing crisis management capabilities in your organization.

Flexibility		
Introductory/Functional/ Intermediate (Entry)	**Advanced (Journeyman)**	**Expert**
Coping with Change http://www.donhr.navy.mil Learn appropriate and acceptable ways to manage change.	**Entry-level courses plus:** Time Management http://www.graduateschool.edu Discover practical techniques for managing time and increasing your professional and personal effectiveness.	**Advanced (Journeyman) level courses plus:** Preparing for Business Crises http://www.pmtrainingonline.com Learn specific tools for anticipating business crises and processes for developing crisis management capabilities in your organization.

Interpersonal Dynamics		
Introductory/Functional/ Intermediate (Entry)	**Advanced (Journeyman)**	**Expert**
Dealing with Difficult People http://www.federaltraining.com Review and practice methods for communicating	**Entry-level courses plus:** Building Better Work Relationships: New Techniques for Results-	**Advanced (Journeyman) level courses plus:** Commitment to Professionalism

professionally with all types of difficult people. Fundamental Interpersonal Relations Orientation – Behavior http://www.graduateschool.edu Offers quick insights into ways to contribute to, influence, and participate in individual, group, and team relationships. Interpersonal Communication Skills http://www.federaltraining.com Discuss numerous methods to improve how you talk and how you communicate.	oriented Communication http://www.amanet.org Build successful work relationships and interact with people in a positive way to achieve your organizational goals. Interpersonal Communications http://www.graduateschool.edu Learn proven techniques to work more productively and improve your everyday interactions with others. Discover conflict resolution strategies and negotiation techniques, as well as tips on tact and diplomacy. Victimology http://www.umuc.edu Learn the history and theory of victimology in which patterns of victimization are analyzed, with emphasis on types of victims and of crimes.	http://www.nexportsolutions.com Learn about child abuse, physical and sexual abuse awareness, professional practices, stress management, and conflict resolution for adults. Communicating for Results http://www.graduateschool.edu Learn to overcome barriers to effective communication. Develop strategies to increase your ability to be understood. Interpersonal Skills: Developing Effective Relationships http://www.managementconcepts.com Increase productivity and become more successful on the job by improving the quality of working relationships with peers, employees, supervisors, customers, and others.

Mission Focus

Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
Introduction to Program Evaluation http://www.graduateschool.edu Learn evaluation by identifying, discovering, generating, and displaying information about an organization's program effectiveness.	Entry-level courses plus: Time Management http://www.graduateschool.edu Discover practical techniques for managing time and increasing your professional and personal effectiveness.	Advanced (Journeyman) level courses plus: An Introduction to Project Management http://www.golearn.gov Learn through processes to meet the cost, quality, and time expectations on a project. Managing Talent for Mission Success http://www.astd.org Gain an overview of the talent management process and functions and how to apply them.

Professionalism

Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
Fundamental Interpersonal Relations Orientation – Behavior http://www.graduateschool.edu Offers quick insights into ways	Entry-level courses plus: Asserting Yourself Professionally http://www.pmtrainingonline.co	Advanced (Journeyman) level courses plus: Commitment to Professionalism

to contribute to, influence, and participate in individual, group, and team relationships.	m Learn to be an assertive business professional. Interpersonal Communications http://www.graduateschool.edu Learn proven techniques to work more productively and improve your everyday interactions with others. Discover conflict resolution strategies and negotiation techniques, as well as tips on tact and diplomacy.	http://www.nexportsolutions.com Learn about child abuse, physical and sexual abuse awareness, professional practices, stress management, and conflict resolution for adults.

Situational Awareness		
Introductory/Functional/ Intermediate (Entry)	**Advanced (Journeyman)**	**Expert**
Coping with Change http://www.donhr.navy.mil Learn appropriate and acceptable ways to manage change.	**Entry-level courses plus:** Time Management http://www.graduateschool.edu Discover practical techniques for managing time and increasing your professional and personal effectiveness.	**Advanced (Journeyman) level courses plus:** Psychology of Criminal Behavior http://www.umuc.edu Gain an overview of the biological, environmental, and psychological factors that underlie criminal behavior. Negotiating Techniques http://www.graduateschool.edu Focus on issues of negotiation, including using multiple strategies, applying the no-fault formula and interest-based methods, and assessing the roles of truth-telling and empathy in the negotiation process.

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Appendix F
Shared Training Opportunities
by Competency

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Shared Training Opportunities by Competency

Administrative Support		
Introductory/Functional/ Intermediate (Entry)	**Advanced (Journeyman)**	**Expert**
Administrative Procedure http://www.graduateschool.edu Explore the basics of administrative planning and procedures for supervisory or administrative assistant positions. Examine planning, organizing, controlling, staffing, and directing. Basic Records Operations https://nara.learn.com Learn what to file, how to file it, and how to remove files no longer needed for current business. It covers the variety of activities involved in the maintenance and use, as well as the disposition, of Federal records.	**Entry-level courses plus:** Electronic Records Management https://nara.learn.com Learn the skills and knowledge needed to manage electronic records throughout the records life cycle, and to take steps required to transition from a paper to an electronic records environment. Time Management http://www.graduateschool.edu Discover practical techniques for managing time and increasing your professional and personal effectiveness.	**Advanced (Journeyman) level courses plus:** Advanced Electronic Records Management https://nara.learn.com Learn the special considerations for creating and managing electronic records, investigate issues, people, and tools related to electronic records management and look at emerging technologies and their implications for records management.

Operations Administration		
Introductory/Functional/ Intermediate (Entry)	**Advanced (Journeyman)**	**Expert**
Administrative Procedure http://www.graduateschool.edu Explore the basics of administrative planning and procedures for supervisory or administrative assistant positions. Examine planning, organizing, controlling, staffing, and directing. Basic Records Operations https://nara.learn.com Learn what to file, how to file it, and how to remove files no longer needed for current business. It covers the variety of activities involved in the maintenance and use, as well as the disposition, of Federal records.	**Entry-level courses plus:** Electronic Records Management https://nara.learn.com Learn the skills and knowledge needed to manage electronic records throughout the records life cycle, and to take steps required to transition from a paper to an electronic records environment. Time Management http://www.graduateschool.edu Discover practical techniques for managing time and increasing your professional and personal effectiveness.	**Advanced (Journeyman) level courses plus:** Advanced Electronic Records Management https://nara.learn.com Learn the special considerations for creating and managing electronic records, investigate issues, people, and tools related to electronic records management and look at emerging technologies and their implications for records management. Emergency Planning and Response for Vital Records and Essential Information https://nara.learn.com Learn knowledge and skills required to identify, protect, and make readily available the vital records in the event of a disaster, as well as to incorporate records emergency planning into agency Continuity

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		of Operations Planning (COOP) plans.
Training Administration		
Introductory/Functional/ Intermediate (Entry)	**Advanced (Journeyman)**	**Expert**
Not applicable (N/A)	N/A	**Advanced Electronic Records Management** https://nara.learn.com Learn the special considerations for creating and managing electronic records, investigate issues, people, and tools related to electronic records management and look at emerging technologies and their implications for records management.
		Developing a Security Education and Training Program http://dssa.dss.mil Learn the Department of Defense (DoD) and National Industrial Security Program (NISP) policy requirements, best practices and instructional methods for developing and implementing a security education and training program.
		Federal Employee Development http://www.graduateschool.edu Learn to use a systematic approach to improving individual and organizational performance as well as the importance of a creating a continuous learning environment in creating a high-performing workforce.
		Incident Command System (ICS) Curricula, Train-the-Trainer (TtT) http://cdp.dhs.gov Learn how to deliver Emergency Management Institute's (EMI's) ICS curricula.
		Measurement and Evaluation, Volume 4 http://www.astd.org Essentials for measuring

		training success.
		Respiratory Protection (RP): Program Development and Administration http://cdp.dhs.gov Learn how to develop, implement, and sustain an individual respiratory protection program for a department and/or jurisdiction.
		Standardized Awareness Authorized Training (SAAT) Program, Train-the-Trainer http://cdp.dhs.gov Gain instruction on and delivery of information on: chemical and biological agents, radiological materials, explosives, and the emergency response guidebook.
		Training Programs, Volume 3 http://www.astd.org Learn a compilation of basic workplace training programs.

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APPENDIX G
Leadership Training Opportunities
by Competency

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Leadership Training Opportunities by Competency

Accountability		
Department Head/ Program Manager/ Supervisor	**Program Manager 1st Level Supervisor**	**Program Director/Deputy/ 2nd/3rd Level Supervisor**
Law Enforcement Supervisor Leadership Training Program (LESLTP) http://www.fletc.gov Develop and refine their leadership skills in a leadership/supervisory training program designed for law enforcement.

Leadership Education and Development (LEAD) Certificate Program http://www.leadership.opm.gov Gain recognition of achievement at a given level of leadership. LEAD provides a complete leadership development curriculum for current and aspiring Government leaders.

Recordkeeping: A Program Manager's Survival Guide https://nara.learn.com Discover a practical guide to policies, procedures, and legal requirements for managing program information.

Security: A Management Perspective http://www.umuc.edu Learn concepts, strategies, and skills needed to manage security-related operations and activities.

Time Management for Supervisors http://www.graduateschool.edu Learn new organization habits and become a more effective manager. Learn to spend your time now, how to work smarter, and how to make every minute productive. | **Department Head courses plus:**

Law Enforcement Manager Training Program (LEMTP) http://www.fletc.gov Learn to become a successful law enforcement manager.

Leadership Development Program (LDP) http://www.ccl.org Designed to offer mid-level to upper-level managers an opportunity to stimulate a process of growth to help them become more successful and productive.

Leadership Education and Development (LEAD) Certificate Program http://www.leadership.opm.gov Gain recognition of achievement at a given level of leadership. LEAD provides a complete leadership development curriculum for current and aspiring Government leaders.

Management Efficiency and Effectiveness http://www.umuc.edu Gain an in-depth analysis of efficiency and effectiveness in criminal justice departments.

Police Pursuit Issues for Managers and Supervisors Seminar (PPIMS) http://www.fletc.gov Learn to better evaluate, develop, and revise policies dealing with pursuit.

Situational Leadership® II for Law Enforcement Training Program (SLTP) http://www.fletc.gov Gain an understanding of how to apply Situational Leadership® II in personal life | **1st Level Supervisor courses plus:**

Leadership Education and Development (LEAD) Certificate Program http://www.leadership.opm.gov Gain recognition of achievement at a given level of leadership. LEAD provides a complete leadership development curriculum for current and aspiring Government leaders.

Leading Strategically: From Vision to Performance https://www.leadership.opm.gov Lean practical skills for leaders in rapidly changing environments.

Management Development Seminar I: Leading from the Middle https://www.leadership.opm.gov Learn to think critically and develop your communication skills as a manager.

Managing Stakeholder Expectations and Relationships http://www.managementconcepts.com Learn to use a stakeholder-based approach to actively and successfully build and manage relationships.

Strategic Planning for Managers http://www.umuc.edu Study strategic planning in the field of criminal justice, including various planning styles and the effect of the dynamic of change on the planning process. |

Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
	and law enforcement career.	

Conflict Management

Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
Not applicable (N/A)	Facilitation Skills for Leaders https://www.leadership.opm.gov Learn time-tested facilitation skills to develop and maintain effective group processes and optimize the contributions of others. Supervisory Development Seminar Week 2: Learning to Lead https://www.leadership.opm.gov Develop a deeper understanding of conflict resolution, the motivations and values of successful leaders, and the personal preferences that guide your behavior as well as the behavior of your direct reports.	1st Level Supervisor courses plus: Leaders Growing Leaders https://www.leadership.opm.gov Build your organization by developing leaders at every level. Leading Through Constructive Conflict https://www.leadership.opm.gov Learn to lead your organization in developing conflict competency by using instruments and tools grounded in emotional intelligence concepts. Negotiating to Win http://www.amanet.org Develop an effective plan and strategy for any negotiation using the principles of persuasion. Resiliency Advantage https://www.leadership.opm.gov Develop the five levels of resiliency, learn how to be flexible and thrive during times of constant change and increase the adaptability of your workforce.

Contract Management (Shared)

Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
Defense Resources Management Course (DRMC) http://www.nps.edu Orientation on the overall functioning of the defense management process.	Department Head courses plus: Negotiating Techniques http://www.graduateschool.edu Focus on issues of negotiation, including using multiple strategies, applying the no-fault formula and interest-based methods, and assessing the	1st Level Supervisor courses plus: Comprehensive Contracting Officer Technical Representative (COTR) Workshop http://www.graduateschool.edu Master the position of COTR or contracting officer

roles of truth-telling and empathy in the negotiation process.	representative (COR) from requirements determination through contract closeout. Cover all technical and professional business competencies required by the Federal Acquisition Certification for Contracting Officer Technical Representatives (FAC-COTR).
Negotiation Skills http://www.managementconcepts.com Learn proven tools to plan for various negotiation types and strategies for conducting successful multiparty negotiations.	Executive Communication Skills: Leading the Process of Change https://www.leadership.opm.gov Combine practical approaches to improve your interpersonal skills and relationships with a dynamic approach to leadership.
Persuading Others http://www.dau.mil Master the art and science behind successful persuasion.	

Course Development (Shared)		
Department Head/ Program Manager/ Supervisor	**Program Manager 1st Level Supervisor**	**Program Director/Deputy/ 2nd/3rd Level Supervisor**
N/A	N/A	Coaching: A Strategic Tool for Effective Leadership http://www.amanet.org Learn skills for coaching employees to improve the effectiveness of individuals and teams. Team Development Seminar Week 2: Team Leadership https://www.leadership.opm.gov Learn practical leadership techniques, and explore ways of engaging, motivating, and holding team members accountable.

Creativity and Innovation		
Department Head/ Program Manager/ Supervisor	**Program Manager 1st Level Supervisor**	**Program Director/Deputy/ 2nd/3rd Level Supervisor**
N/A	N/A	Executive Development Seminar: Leading Change https://www.leadership.opm.gov Enhance your ability to communicate and interact positively with constituencies. Identify and plan for internal

		and external politics that impact your vision, mission, and organization.
		Leading Change http://www.graduateschool.edu Gain the knowledge and skills to help shape your future organization and explore tools for understanding and facilitating change and strategies for managing and shaping change.
		Leading Through Constructive Conflict https://www.leadership.opm.gov Learn to lead your organization in developing conflict competency by using instruments and tools grounded in emotional intelligence concepts.

Crisis Leadership (Behavioral)		
Department Head/ Program Manager/ Supervisor	**Program Manager 1st Level Supervisor**	**Program Director/Deputy/ 2nd/3rd Level Supervisor**
A Leader's Guide to Developing Resilience https://www.leadership.opm.gov Learn how to sustain your capacity to lead in challenging times. Managing Chaos: Tools to Set Priorities and Make Decisions Under Pressure http://www.amanet.org Learn how to manage more effectively in a constantly changing environment.	**Department Head courses plus:** Crisis Leadership Workshop https://www.leadership.opm.gov Plan for and respond to unexpected challenges. Disaster Management: Helping Your Business Survive and Thrive http://www.amanet.org Gain the skills needed to put together a proven operational plan.	**1st Level Supervisor courses plus:** Continuity of Operations Planning (COOP) http://www.fema.gov Learn to build a comprehensive and viable Continuity of Operations Planning (COOP) program that an organization needs to continue essential operations following a disaster. Developing Leaders at All Levels: Fostering Initiative and Accountability http://www.amanet.org Develop your employees to demonstrate greater initiative and accountability. Leading Through Constructive Conflict https://www.leadership.opm.gov Learn to lead your organization in developing conflict competency by using instruments and tools grounded

Decisiveness (Behavioral)		
Department Head/ Program Manager/ Supervisor	**Program Manager 1st Level Supervisor**	**Program Director/Deputy/ 2nd/3rd Level Supervisor**
A Leader's Guide to Developing Resilience https://www.leadership.opm.gov Learn how to sustain your capacity to lead in challenging times. High-Impact Decision Making http://www.amanet.org Decide crucial matters with clarity and confidence.	**Department Head courses plus:** Decision Making http://www.managementconcepts.com Identify and apply strategies to manage decision making. Leadership Essentials http://www.graduateschool.edu Learn the difference between leading and managing; explore proven techniques to communicating effectively; think strategically; and move from a reactive environment to a proactive one.	**1st Level Supervisor courses plus:** Continuity of Operations Planning (COOP) http://www.fema.gov Learn to build a comprehensive and viable COOP program that an organization needs to continue essential operations following a disaster. Harvard University Program for Senior Executive Fellows http://ksgexecprogram.harvard.edu Learn to improve problem solving, strategic analysis, persuasion, and negotiation skills.

Developing Others		
Department Head/ Program Manager/ Supervisor	**Program Manager 1st Level Supervisor**	**Program Director/Deputy/ 2nd/3rd Level Supervisor**
Interpersonal Skills for Managers http://www.amanet.org Improve your communication skills and every aspect of your work relationships. Leadership Essentials: Motivating Employees http://www.golearn.gov Develop an understanding of why motivating strategies are important as a leader and practical techniques for encouraging motivation among employees in your organization. Leading Teams and Groups http://www.graduateschool.edu Acquire the knowledge and skills you need to be an outstanding team/group leader.	**Department Head courses plus:** Advanced Leadership Communication Strategies http://www.amanet.org Learn superior leadership communication skills and the ability to adapt them to constantly changing circumstances. Coaching and Mentoring for Excellence https://www.leadership.opm.gov Maximize employee development and performance. Developing Career Plans for Your Technical Professionals http://www.pmtrainingonline.com Learn to use career development as a technique to both motivate and retain	**1st Level Supervisor courses plus:** Coaching: A Strategic Tool for Effective Leadership http://www.amanet.org Learn skills for coaching employees to improve the effectiveness of individuals and teams. Developing Employees http://www.dau.mil Gain strategies for maximizing return on management, growing competent employees, and keeping star performers. Leaders Growing Leaders https://www.leadership.opm.gov Build your organization by developing leaders at every level. Leading Across Generations

Leading with Emotional Intelligence http://www.amanet.org Learn how to apply emotional intelligence to specific leadership situations to gain the authority and success you strive for as a leader. Management Skills for New Managers http://www.amanet.org Gain crucial foundational skills to shift from being an individual contributor to a well-respected manager who can achieve team synergy and drive bottom-line performance.	technical professionals. Improving Employee Performance http://www.graduateschool.edu Learn to handle performance issues effectively to maximize employee performance and build greater involvement and cooperation among staff. Leading People http://www.graduateschool.edu Develop insight and increase your awareness of leadership styles and how to adapt them to the needs of your organization. Mentoring as a Manager http://www.golearn.gov Acquire expertise as a mentor that will benefit your employees, your organization, and your own career.	https://www.leadership.opm.gov Learn to use generational differences to improve the workplace and increase productivity. Management Development Seminar I: Leading from the Middle https://www.leadership.opm.gov Learn to think critically and develop your communication skills as a manager. Mentoring Strategies for the 21st Century http://www.golearn.gov Find out how mentoring strategies can benefit your organization in the current business environment. Team Development Seminar Week 2: Team Leadership https://www.leadership.opm.gov Learn practical leadership techniques, and explore ways of engaging, motivating, and holding team members accountable.

DoD Corporate Perspective

Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
N/A	Army Civilian Education System (CES) Intermediate Course (IC) http://cpol.army.mil Designed for supervisory or managerial positions – focuses on planning and team building. Leadership and Time Management http://www.umuc.edu Study leadership and time management and its application within the criminal justice system.	**1st Level Supervisor courses plus:** Army Civilian Education System (CES) Advanced Course (AC) http://cpol.army.mil Designed for supervisory or managerial positions. The Department of Defense (DoD) Executive Leadership Development Program (ELDP) http://www.cpms.osd.mil Increase your understanding and appreciation for today's war-fighters.

DoD Mission and Culture		
Department Head/ Program Manager/ Supervisor	**Program Manager 1st Level Supervisor**	**Program Director/Deputy/ 2nd/3rd Level Supervisor**
Army Civilian Education System (CES) Basic Course (BC) http://cpol.army.mil Designed for civilian leaders who exercise direct leadership to effectively care for teams. Focuses on basic education in leadership and counseling fundamentals, interpersonal skills, and self-awareness. Law Enforcement Supervisor Leadership Training Program (LESLTP) http://www.fletc.gov Develop and refine their leadership skills in a leadership/supervisory training program designed for law enforcement. Public Safety Policies and Leadership http://www.umuc.edu Learn an interdisciplinary course perspective - encompassing criminal justice, emergency management, fire science, and homeland security - designed to support integrated public safety management. Security: A Management Perspective http://www.umuc.edu Learn concepts, strategies, and skills needed to manage security-related operations and activities.	**Department Head courses plus:** Army Civilian Education System (CES) Intermediate Course (IC) http://cpol.army.mil Designed for supervisory or managerial positions – focuses on planning and team building. Security Supervision and Management Program (SSMP) http://www.ifpo.org Gain the skills needed for a security supervisor/manager security officer.	**1st Level Supervisor courses plus:** Army Civilian Education System (CES) Advanced Course (AC) http://cpol.army.mil Designed for supervisory or managerial positions. The DoD Executive Leadership Development Program (ELDP) http://www.cpms.osd.mil Increase your understanding and appreciation for today's war-fighters.
Entrepreneurship		
Department Head/ Program Manager/ Supervisor	**Program Manager 1st Level Supervisor**	**Program Director/Deputy/ 2nd/3rd Level Supervisor**
N/A	N/A	Defense Senior Leader Development Program (DSLDP) (multiple sources) http://www.cpms.osd.mil Designed to develop future civilian leaders by enabling

| | | them to assume broader responsibility in an increasingly complex environment; gain an Enterprise-wide perspective needed to lead organizations and programs, and achieve results in the Joint interagency, and multi-national environments.

Industrial College of the Armed Forces
http://www.ndu.edu/icaf
Focus on broad-based national security decision making for senior policymakers in a dynamic world environment with emphasis on postgraduate, executive-level education rather than training, and enduring principles and concepts rather than transient contemporary events.

Leadership Education and Development Certificate Program (LEAD)
http://www.leadership.opm.gov
Gain recognition of achievement at a given level of leadership. LEAD provides a complete leadership development curriculum for current and aspiring Government leaders.

Leading Strategically: From Vision to Performance
https://www.leadership.opm.gov
Lean practical skills for leaders in rapidly changing environments.

Senior Executive Service (SES) Developmental Program
http://www.graduateschool.edu
Enhance executive competencies at the SES and GS-14/15 levels. |
|---|---|---|
| **Financial Management** | | |
| **Department Head/ Program Manager/ Supervisor** | **Program Manager 1st Level Supervisor** | **Program Director/Deputy/ 2nd/3rd Level Supervisor** |
| N/A | N/A | Management's Responsibility for Internal Control (Office of Management and Budget |

Human Capital Management		
Department Head/ Program Manager/ Supervisor	**Program Manager 1st Level Supervisor**	**Program Director/Deputy/ 2nd/3rd Level Supervisor**
	[OMB] Circular A-123) http://www.graduateschool.edu Learn and follow the requirements of the Federal Manager's Financial Integrity Act and OMB's Implementing Circular A-123. Performance Budgeting Seminar https://www.leadership.opm.gov Discover how to align budgets, financial management and performance can lead to improved organizational effectiveness and productivity.	
N/A	Coaching and Mentoring for Excellence https://www.leadership.opm.gov Maximize employee development and performance. Developing Executive Leadership http://www.amanet.org Deepen your self-awareness with executive leadership training and empower your staff to improve performance. Equal Employment Opportunity (EEO) for Supervisors and Managers http://www.graduateschool.edu Gain and understand diversity issues presented in the workplace and how to implement management's role in the EEO program, how to prevent sexual harassment, EEO complaint process, special emphasis programs, etc. Federal Position Management http://www.graduateschool.edu Discover how to use position management tools, techniques, and methods to support a high-performing organization.	**1st Level Supervisor courses plus:** Coaching: A Strategic Tool for Effective Leadership http://www.amanet.org Learn skills for coaching employees to improve the effectiveness of individuals and teams. Developing Customer-Focused Organizations https://www.leadership.opm.gov Focus on critical customer-service tactics and explore the vital skills of planning, implementing, and sustaining strategic change to better manage citizen engagement. Equal Opportunity Program Manager Course (EOPMC) http://www.deomi.org Focus on organizational issues of an equal opportunity program. Hiring Reform for Managers https://www.leadership.opm.gov Understand the hiring process and ensure new employees has a "successful transition into

	Leadership Essentials http://www.graduateschool.edu Learn the difference between leading and managing; explore proven techniques to communicating effectively; think strategically; and move from a reactive environment to a proactive one. Leading People http://www.graduateschool.edu Develop insight and increase your awareness of leadership styles and how to adapt them to the needs of your organization. Mastering Employee Performance Conversations http://www.managementconcepts.com Learn to use various communication approaches to reach shared understanding of expectations and deliver performance-focused feedback. Mentoring as a Manager http://www.golearn.gov Acquire expertise as a mentor that will benefit your employees, your organization, and your own career. Strategic Human Capital Management http://www.graduateschool.edu Develop the necessary tools you need to successfully accomplish organizational objective and abide by human resources laws and regulations.	Federal service." Leading Across Generations https://www.leadership.opm.gov Learn to use generational differences to improve the workplace and increase productivity. Strategic Human Resources (HR) Management https://www.leadership.opm.gov Learn how to use OPM's Federal Human Capital Assessment and Accountability Framework (HCAAF) to plan, guide, and measure your human capital efforts.

Influencing/Negotiating

Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
Collaborative Leadership Seminar https://www.leadership.opm.gov Prepare yourself for leadership in the kind of Government capable of successful adaptation to new	**Department Head courses plus:** Facilitation Skills for Leaders https://www.leadership.opm.gov Learn time-tested facilitation skills to develop and maintain effective group processes and	**1st Level Supervisor courses plus:** Center for Global Leadership Series: Leadership for a Global Society https://www.leadership.opm.gov Lead your organization in an

circumstances, issues, and opportunities.

Communicating Face to Face
https://www.leadership.opm.gov
Develop the skills needed to successfully connect and influence peers, supervisors, employees as well as internal and external stakeholders.

Dynamics of Public Policy
https://www.leadership.opm.gov
Understand the ways policymaking institutions and non-Governmental organizations interact and shape policy.

Environmental Policy Issues
https://www.leadership.opm.gov
Understand the political, scientific, social, and economic issues that shape environmental policy.

Federal Regulatory Policy
https://www.leadership.opm.gov
Understand the political, scientific, social, and economic issues that shape how regulations are made.

Science, Technology, and Public Policy
https://www.leadership.opm.gov
Learn to understand, anticipate, and respond to current and future challenges in the development and implementation of science and technology policy.

optimize the contributions of others.

Facilitator Workshop
http://www.graduateschool.edu
Learn how to facilitate complex human interactions in group settings.

Leadership Essentials
http://www.graduateschool.edu
Learn the difference between leading and managing; explore proven techniques to communicating effectively; think strategically; and move from a reactive environment to a proactive one.

National Security Policy Seminar
https://www.leadership.opm.gov
Examine the complex problems involved in the administration of national security policy.

Negotiating Techniques
http://www.graduateschool.edu
Focus on issues of negotiation, including using multiple strategies, applying the no-fault formula and interest-based methods, and assessing the roles of truth-telling and empathy in the negotiation process.

Negotiation Skills
http://www.managementconcepts.com
Learn proven tools to plan for various negotiation types and strategies for conducting successful multiparty negotiations.

Persuading Others
http://www.dau.mil
Master the art and science behind successful persuasion.

interconnected world.

Collaborating Across Organizational Boundaries
https://www.leadership.opm.gov
Identify and solve the problems of working with other organizations.

Comprehensive Contracting Officer Technical Representative (COTR) Workshop
http://www.graduateschool.edu
Master the position of COTR or contracting officer representative (COR) from requirements determination through contract closeout. Cover all technical and professional business competencies required by the Federal Acquisition Certification for Contracting Officer Technical Representatives (FAC-COTR).

Executive Communication Skills: Leading the Process of Change
https://www.leadership.opm.gov
Combine practical approaches to improve your interpersonal skills and relationships with a dynamic approach to leadership.

Harvard University Program for Senior Executive Fellows
http://ksgexecprogram.harvard.edu
Learn to improve problem solving, strategic analysis, persuasion, and negotiation skills.

Leading Strategically: From Vision to Performance
https://www.leadership.opm.gov
Lean practical skills for leaders in rapidly changing environments.

Leading Through Constructive Conflict
https://www.leadership.opm.go

		v Learn to lead your organization in developing conflict competency by using instruments and tools grounded in emotional intelligence concepts. Negotiating to Win http://www.amanet.org Develop an effective plan and strategy for any negotiation using the principles of persuasion.
Leveraging Diversity		
Department Head/ Program Manager/ Supervisor	**Program Manager 1st Level Supervisor**	**Program Director/Deputy/ 2nd/3rd Level Supervisor**
N/A	Leadership Essentials http://www.graduateschool.edu Learn the difference between leading and managing; explore proven techniques to communicating effectively; think strategically; and move from a reactive environment to a proactive one. Supervisory Development Seminar Week 2: Learning to Lead https://www.leadership.opm.gov Develop a deeper understanding of conflict resolution, the motivations and values of successful leaders, and the personal preferences that guide your behavior as well as the behavior of your direct reports.	**1st Level Supervisor courses plus:** Executive Communication Skills: Leading the Process of Change https://www.leadership.opm.gov Combine practical approaches to improve your interpersonal skills and relationships with a dynamic approach to leadership. Leaders Growing Leaders https://www.leadership.opm.gov Build your organization by developing leaders at every level. Leading Across Generations https://www.leadership.opm.gov Learn to use generational differences to improve the workplace and increase productivity. Management Development Seminar I: Leading from the Middle https://www.leadership.opm.gov Learn to think critically and develop your communication skills as a manager.

Manpower Management (Shared)		
Department Head/ Program Manager/ Supervisor	**Program Manager 1st Level Supervisor**	**Program Director/Deputy/ 2nd/3rd Level Supervisor**
Defense Resources Management Course (DRMC) http://www.nps.edu Orientation on the overall functioning of the defense management process. Diversity Awareness http://cdp.dhs.gov Recognize the benefits of diversity in our workforce. Leading Teams and Groups http://www.graduateschool.edu Acquire the knowledge and skills you need to be an outstanding team/group leader.	**Department Head courses plus:** Federal Position Management http://www.graduateschool.edu Discover how to use position management tools, techniques, and methods to support a high-performing organization. Leadership Essentials http://www.graduateschool.edu Learn the difference between leading and managing; explore proven techniques to communicating effectively; think strategically; and move from a reactive environment to a proactive one.	**1st Level Supervisor courses plus:** Leading Across Generations https://www.leadership.opm.gov Learn to use generational differences to improve the workplace and increase productivity.
National Defense Integration		
Department Head/ Program Manager/ Supervisor	**Program Manager 1st Level Supervisor**	**Program Director/Deputy/ 2nd/3rd Level Supervisor**
N/A	N/A	Comprehensive Security Responses to Terrorism http://www.apcss.org Learn to understand and combat terrorism and transnational threats. Congressional Operations Workshop http://www.graduateschool.edu Receive a comprehensive review of Congress, its culture and the legislative process. Homeland Security Executive Leaders Program (ELP) http://www.chds.us Gain a deeper understanding of the current and emerging homeland security issues, public policy debates, the terrorist threat and evolving best practices. Intelligence Awareness for Law Enforcement Executives Training Program (IALEETP) http://www.fletc.gov Gain working knowledge of the National Criminal Intelligence

		Sharing Plan (NCISP), the criminal intelligence process, and the importance of working towards the sharing of information among the law enforcement community.
National Security Environment		
Department Head/ Program Manager/ Supervisor	**Program Manager 1st Level Supervisor**	**Program Director/Deputy/ 2nd/3rd Level Supervisor**
N/A	N/A	Comprehensive Security Responses to Terrorism http://www.apcss.org Learn to understand and combat terrorism and transnational threats. Congressional Operations Workshop http://www.graduateschool.edu Receive a comprehensive review of Congress, its culture and the legislative process. Homeland Security Executive Leaders Program (ELP) http://www.chds.us Gain a deeper understanding of the current and emerging homeland security issues, public policy debates, the terrorist threat and evolving best practices. Intelligence Awareness for Law Enforcement Executives Training Program (IALEETP) http://www.fletc.gov Gain working knowledge of the National Criminal Intelligence Sharing Plan (NCISP), the criminal intelligence process, and the importance of working towards the sharing of information among the law enforcement community.
National Security Foundation		
Department Head/ Program Manager/ Supervisor	**Program Manager 1st Level Supervisor**	**Program Director/Deputy/ 2nd/3rd Level Supervisor**
N/A	Critical Infrastructure: Vulnerability Analysis and Protection http://www.nps.edu Learn to apply the model-based vulnerability technique to	**1st Level Supervisor courses plus:** Comprehensive Security Responses to Terrorism http://www.apcss.org Learn to understand and

	any critical infrastructure within their multi-jurisdictional region, and derive optimal strategies and draft policies for prevention of future terrorist attacks. National Security Policy Seminar https://www.leadership.opm.gov Examine the complex problems involved in the administration of national security policy.	combat terrorism and transnational threats. Congressional Operations Workshop http://www.graduateschool.edu Receive a comprehensive review of Congress, its culture and the legislative process. Homeland Security Executive Leaders Program (ELP) http://www.chds.us Gain a deeper understanding of the current and emerging homeland security issues, public policy debates, the terrorist threat and evolving best practices.

Office Management (Shared)

Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
Effective Writing in the Federal Government https://www.leadership.opm.gov Learn to prepare clear, concise documents that advocate a position or advance a goal.	**Department Head courses plus:** American Management Association's (AMA's) 5-Day Master of Business Administration (MBA) Workshop http://www.amanet.org Learn how key components of various business units must be integrated and aligned to achieve short and long-term success.	**1st Level Supervisor courses plus:** Hiring Reform for Managers https://www.leadership.opm.gov Understand the hiring process and ensure new employees have a "successful transition into Federal service."

Partnering

Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
N/A	N/A	Center for Global Leadership Series: Leadership for a Global Society https://www.leadership.opm.gov Lead your organization in an interconnected world. Hiring Reform for Managers https://www.leadership.opm.gov Understand the hiring process and ensure new employees have a "successful transition

		into Federal service."
		Team Development Seminar Week 2: Team Leadership https://www.leadership.opm.gov Learn practical leadership techniques, and explore ways of engaging, motivating, and holding team members accountable.

Personnel Development (Shared)

Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
Coaching http://www.golearn.gov Learn how to strengthen your coaching skills by using a four-step process to facilitate professional growth of the employees you coach.

Management Skills for New Managers http://www.amanet.org Gain crucial foundational skills to shift from being an individual contributor to a well-respected manager who can achieve team synergy and drive bottom-line performance. | Department Head courses plus:

Coaching and Mentoring for Excellence https://www.leadership.opm.gov Maximize employee development and performance.

Developing Executive Leadership http://www.amanet.org Deepen your self-awareness with executive leadership training and empower your staff to improve performance.

Succession Planning: Developing Leaders from Within http://www.amanet.org Learn to design and implement an effective and flexible succession plan that will help your organization continue to grow and achieve its business goals. | 1st Level Supervisor courses plus:

Coaching: A Strategic Tool for Effective Leadership http://www.amanet.org Learn skills for coaching employees to improve the effectiveness of individuals and teams.

Leading Across Generations https://www.leadership.opm.gov Learn to use generational differences to improve the workplace and increase productivity. |

Program and Policy Management (Shared)

Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
Hiring and the Americans with Disabilities Act (ADA) http://www.hrclassroom.com Discuss the key aspects of pre-employment inquiries under the ADA.

Program Management Tools | Department Head courses plus:

AMA's 5-Day MBA Workshop http://www.amanet.org Learn how key components of various business units must be integrated and aligned to | 1st Level Supervisor courses plus:

Center for Global Leadership Series: Leadership for a Global Society https://www.leadership.opm.gov Lead your organization in an |

http://www.dau.mil Learn application skills needed in a program office as an integrated product team lead. Program Manager's Skills http://www.dau.mil Learn skills needed for handling key programmatic issues. Project Communications Management http://www.graduateschool.edu Learn the tools and techniques that project teams can use to build an effective communications plan. Recordkeeping: A Program Manager's Survival Guide https://nara.learn.com Discover a practical guide to policies, procedures, and legal requirements for managing program information.	achieve short and long-term success. Project Management Course http://www.graduateschool.edu Organize your project, track costs and time expenditures, manage quality and risk, evaluate human resources requirements, and overcome obstacles. Writing a Business Case http://www.golearn.gov Learn the principles for preparing an effective business case, including defining your business need, gathering relevant information, assessing the financial impact, and the writing process.	interconnected world. Executive Program Manager's Course http://www.dau.mil Learn through the extensive use of open, interactive dialogue with senior DoD, congressional, Government Accountability Office (GAO), and industry leaders; tailored sessions on contemporary topics and issues. Industrial College of the Armed Forces http://www.ndu.edu/icaf Focus on broad-based national security decision making for senior policymakers in a dynamic world environment with emphasis on postgraduate, executive-level education rather than training, and enduring principles and concepts rather than transient contemporary events.

Project Assessment (Shared)		
Department Head/ Program Manager/ Supervisor	**Program Manager 1st Level Supervisor**	**Program Director/Deputy/ 2nd/3rd Level Supervisor**
Program Management Tools http://www.dau.mil Learn application skills needed in a program office as an integrated product team lead. Project Communications Management http://www.graduateschool.edu Learn the tools and techniques that project teams can use to build an effective communications plan. Project Management http://www.golearn.gov Learn how to use the tools and techniques of basic project management. Project Risk Management: Practical Techniques for Failure-Proofing your Projects http://www.amanet.org Learn to proactively address risks before they sabotage	**Department Head courses plus:** Evaluating and Presenting Analysis Results http://www.managementconcepts.com Learn to effectively communicate the implications of analysis results. Lean and Six Sigma http://www.golearn.gov Learn this data-driven improvement philosophy that views all activities within an organization as processes whose inputs can be controlled to effect significant improvements in process outputs. Project Management Course http://www.graduateschool.edu Organize your project, track costs and time expenditures,	**1st Level Supervisor courses plus:** Executive Program Manager's Course http://www.dau.mil Learn through the extensive use of open, interactive dialogue with senior DoD, congressional, Government Accountability Office (GAO), and industry leaders; tailored sessions on contemporary topics and issues. Managing Stakeholder Expectations and Relationships http://www.managementconcepts.com Learn to use a stakeholder-based approach to actively and successfully build and manage relationships.

| your projects. | manage quality and risk, evaluate human resources requirements, and overcome obstacles. | |
| | **Writing a Business Case** http://www.golearn.gov Learn the principles for preparing an effective business case, including defining your business need, gathering relevant information, assessing the financial impact, and the writing process. | |

| **Project Management (Shared)** | | |
| **Department Head/ Program Manager/ Supervisor** | **Program Manager 1st Level Supervisor** | **Program Director/Deputy/ 2nd/3rd Level Supervisor** |
| **Hiring and the ADA (Americans with Disabilities Act)** http://www.hrclassroom.com Discuss the key aspects of pre-employment inquiries under the ADA.

Installation Logistics Management http://www.almc.army.mil Coverage includes all functional areas of logistics responsibilities, practices, and problems at all levels of the organization to develop and increase effectiveness in logistics support at the Installation.

Program Management Tools http://www.dau.mil Learn application skills needed in a program office as an integrated product team lead.

Program Manager's Course http://www.dau.mil Strengthen the analytical, critical thinking and decision-making skills of potential leaders of major defense acquisition programs and program support organizations.

Program Manager's Skills http://www.dau.mil Learn skills needed for handling key programmatic | **Department Head courses plus:**

AMA's 5-Day MBA Workshop http://www.amanet.org Learn how key components of various business units must be integrated and aligned to achieve short and long-term success.

Data Analysis and Modeling Techniques http://www.managementconcepts.com Improve analytical skills and refine approach to analyzing data for decision making.

Evaluating and Presenting Analysis Results http://www.managementconcepts.com Learn to effectively communicate the implications of analysis results.

Lean and Six Sigma http://www.golearn.gov Learn this data-driven improvement philosophy that views all activities within an organization as processes whose inputs can be controlled to effect significant improvements in process outputs.

Program Management Office | **1st Level Supervisor courses plus:**

Comprehensive Contracting Officer Technical Representative (COTR) Workshop http://www.graduateschool.edu Master the position of COTR or contracting officer representative (COR) from requirements determination through contract closeout. Cover all technical and professional business competencies required by the Federal Acquisition Certification for Contracting Officer Technical Representatives (FAC-COTR).

Executive Program Manager's Course http://www.dau.mil Learn through the extensive use of open, interactive dialogue with senior DoD, congressional, Government Accountability Office (GAO), and industry leaders; tailored sessions on contemporary topics and issues.

Managing Stakeholder Expectations and Relationships http://www.managementconcepts.com Learn to use a stakeholder- |

issues. Project Communications Management http://www.graduateschool.edu Learn the tools and techniques that project teams can use to build an effective communications plan. Project Management http://www.golearn.gov Learn how to use the tools and techniques of basic project management. Project Management Principles https://www.leadership.opm.gov Learn and apply key concepts about managing a project. Recordkeeping: A Program Manager's Survival Guide https://nara.learn.com Discover a practical guide to policies, procedures, and legal requirements for managing program information.	Course, Part A http://www.dau.mil Learn key program management office knowledge and skills. Program Management Tools Course, Part I http://www.dau.mil Learn application skills needed in a program office as an integrated product team lead. Project Management Course http://www.graduateschool.edu Organize your project, track costs and time expenditures, manage quality and risk, evaluate human resources requirements, and overcome obstacles. Writing a Business Case http://www.golearn.gov Learn the principles for preparing an effective business case, including defining your business need, gathering relevant information, assessing the financial impact, and the writing process.	based approach to actively and successfully build and manage relationships. Program Management Office Course, Part B http://www.dau.mil Become effective leaders in a program office by honing analysis, synthesis, and evaluative skills. Program Management Tools Course, Part II http://www.dau.mil Learn application skills needed in a program office as an integrated product team lead.

Project Planning (Shared)		
Department Head/ Program Manager/ Supervisor	**Program Manager 1st Level Supervisor**	**Program Director/Deputy/ 2nd/3rd Level Supervisor**
Project Risk Management: Practical Techniques for Failure-Proofing your Projects http://www.amanet.org Learn to proactively address risks before they sabotage your projects. Project Scope and Requirements Management http://www.amanet.org Manage project stakeholders and requirements to deliver satisfying solutions to the customer.	**Department Head courses plus:** Program Management Tools Course, Part I http://www.dau.mil Learn application skills needed in a program office as an integrated product team lead. Project Management Course http://www.graduateschool.edu Organize your project, track costs and time expenditures, manage quality and risk, evaluate human resources requirements, and overcome obstacles. Writing a Business Case http://www.golearn.gov Learn the principles for preparing an effective business	**1st Level Supervisor courses plus:** Managing Stakeholder Expectations and Relationships http://www.managementconcepts.com Learn to use a stakeholder-based approach to actively and successfully build and manage relationships. Program Management Tools Course, Part II http://www.dau.mil Learn application skills needed in a program office as an integrated product team lead.

	case, including defining your business need, gathering relevant information, assessing the financial impact, and the writing process.	

Team Building (Behavioral)

Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
Leading Teams and Groups http://www.graduateschool.edu Acquire the knowledge and skills you need to be an outstanding team/group leader. Morale, Welfare, and Recreation (MWR) Leadership Skills for Managers (LSFM) http://www.mwr.navy.mil Increase managers and supervisors' knowledge and understanding regarding specific attitudes, emotions, behaviors, and skills that are essential when serving as a responsible and effective leader. Team Development Seminar Week 1: Team Building https://www.leadership.opm.gov Develop fundamental skills for effective team participation, as well as provide a deeper understanding of teams - including the types, uses, and interpersonal dynamics of teams.	**Department Head courses plus:** Facilitation Skills for Leaders https://www.leadership.opm.gov Learn time-tested facilitation skills to develop and maintain effective group processes and optimize the contributions of others. Improving Your Managerial Effectiveness http://www.amanet.org Learn to develop proactive approaches to meet complex challenges with your team. Leadership Through Understanding Human Behavior Training Program http://www.fletc.gov Learn how to adapt and capitalize on each other's strengths in order to have more effective mission outcomes. Leading Virtual and Remote Teams http://www.amanet.org Learn to lead cohesive long-distance teams. Mentoring as a Manager http://www.golearn.gov Acquire expertise as a mentor that will benefit your employees, your organization, and your own career. Successfully Managing People http://www.amanet.org Become the catalyst that motivates your team to heightened productivity.	**1st Level Supervisor courses plus:** Coaching: A Strategic Tool for Effective Leadership http://www.amanet.org Learn skills for coaching employees to improve the effectiveness of individuals and teams. Team Development Seminar Week 2: Team Leadership https://www.leadership.opm.gov Learn practical leadership techniques, and explore ways of engaging, motivating, and holding team members accountable.

Technology Management		
Department Head/ Program Manager/ Supervisor	**Program Manager 1st Level Supervisor**	**Program Director/Deputy/ 2nd/3rd Level Supervisor**
N/A	N/A	Critical Infrastructure: Vulnerability Analysis and Protection http://www.nps.edu Learn to apply the model-based vulnerability technique to any critical infrastructure within their multi-jurisdictional region, and derive optimal strategies and draft policies for prevention of future terrorist attacks.